

BOARD OF GOVERNORS

Finance & Budget Committee

Meeting Minutes – November 15, 2023

1055 W. 7th Street, Los Angeles, CA 90017



L.A. Care
HEALTH PLAN

Members

Stephanie Booth, MD, *Chairperson*
Alvaro Ballesteros, MBA
G. Michael Roybal, MD **
Nina Vaccaro **

*Absent ** Via Teleconference

Management/Staff

John Baackes, *Chief Executive Officer*
Sameer Amin, MD, *Chief Medical Officer*
Terry Brown, *Chief of Human Resources*
Augustavia Haydel, *General Counsel*
Todd Gower, *Interim Chief Compliance Officer*
Linda Greenfeld, *Chief Products Officer*

Alex Li, MD, *Chief Health Equity Officer*
Tom MacDougall, *Chief Technology & Information Officer*
Noah Paley, *Chief of Staff*
Acacia Reed, *Chief Operating Officer*
Afzal Shah, *Chief Financial Officer*

AGENDA ITEM/PRESENTER	MOTIONS / MAJOR DISCUSSIONS	ACTION TAKEN
CALL TO ORDER	<p>Stephanie Booth, MD, <i>Committee Chairperson</i>, called the L.A. Care and JPA Finance & Budget Committee meetings to order at 1:03 p.m. The meetings were held simultaneously. She welcomed everyone and summarized the process for public comment during this meeting.</p> <ul style="list-style-type: none"> • For those who provided public comment for this meeting by voice message or in writing, L.A. Care is glad that they provided input today. The Committee will hear their comments and they also have to finish the business on the Agenda today. • For people who have access to the internet, the meeting materials are available at the lacare.org website. If anyone needs information about how to locate the meeting materials, they can reach out to L.A. Care staff. • Information for public comment is on the Agenda available on the web site. Staff will read the comment from each person for up to three minutes. • Public comment will be made before the Committee starts to discuss an item. If the comment is not for a specific agenda item, it will be read at the general Public Comment. • Chairperson Booth provided information on how to submit a comment in-person, or live and directly using the “chat” feature. 	
APPROVE MEETING AGENDA	<p>Staff removed motions FIN 101.1223 and FIN 105.1223 from the Consent Agenda.</p> <p>The Agenda for today’s meeting was approved as amended.</p>	<p>Approved unanimously by roll call. 3 AYES (Booth, Roybal, and Vaccaro)</p>

APPROVED

AGENDA ITEM/PRESENTER	MOTIONS / MAJOR DISCUSSIONS	ACTION TAKEN
PUBLIC COMMENTS	There were no public comments.	
APPROVE CONSENT AGENDA	<p>FIN 101 and FIN 105 were removed from the Consent Agenda prior to the approval of the agenda.</p> <p>Committee Chairperson Booth, requested for more clarification on FIN 103 and FIN A.</p> <ul style="list-style-type: none"> • October 25, 2023 meeting minutes • Quarterly Investment Reports <u>Motion FIN 100.1223</u> To accept the Quarterly Investment Report for the quarter ending September 30, 2023, as submitted. • InfoCrossing Contract Amendment to support regulatory enrollment requirements <u>Motion FIN 102.1223</u> To authorize staff to amend the contract with InfoCrossing LLC, in the amount of \$1,200,000, not to exceed \$4,700,000. The funds would cover anticipated costs from January 1, 2024 through December 31, 2025, and allow InfoCrossing, LLC to continue their services with L.A. Care. • Kiriworks (i3/Hyland) Contract to provide Appeals & Grievances <u>Motion FIN 104.1223</u> To authorize staff to execute a contract with Kiriworks (i3/Hyland) in the amount of \$2,500,000 to provide Appeals & Grievances (A&G) services for the period of January 1, 2024 to December 31, 2029. • North Star Alliances, LLC Contract to provide event planning, logistics, staffing and execution services and community relations support <u>Motion FIN 106.1223</u> To authorize staff to execute a contract in the amount of \$8,900,000 with North Star Alliances, LLC to provide event planning, logistics, staffing and execution services and community relations support for the period January 1, 2024 to December 31, 2027. <p><i>(Board Chairperson Ballesteros joined the meeting.)</i></p>	Approved unanimously by roll call. 3 AYES

APPROVED

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	<p>Committee Chairperson Booth asked if FIN 103 is for staff augmentation. Tom MacDougall, <i>Chief Information and Technology Officer</i>, clarified that it is not necessarily staff, it is for Quality Assurance services and resources, which includes computer programs. The vendor is a quality assurance organization. Typically, when L.A. Care builds a piece of software, it goes into a quality assurance cycle. They will build the test cases and the test plans, then test the software to make sure it meets all of the enterprise technology requirements before it is rolled out into production.</p> <p>In response to Committee Chairperson Booth’s question on Safety Net Connect Contract amendment (FIN A), to provide a direct electronic interface with 47 contracted hospitals through the eConnect platform, Sameer Amin, MD, <i>Chief Medical Officer</i>, deferred to Saikiran Vodela, <i>Health Information Technology Data Programs Manager</i>. Mr. Vodela clarified that L.A. Care has established interfaces with all the hospitals. What the vendor will do is push admissions, discharge, and transfer notifications in near real time. L.A. Care has access to a portal with all the notification information.</p> <p>Committee Chairperson Booth also asked if L.A. Care has to go through and specify who are L.A. Care patients or is that already filtered out for L.A. Care. Mr. Vodela responded that L.A. Care provides a monthly eligibility roster so we only get L.A. Care information.</p> <p>Board Member Nina Vaccaro asked if the rationale and the need for this interface is because the hospitals are not uniformly on Los Angeles Network for Enhanced Services (LANES) yet. LANES would have similar data in it or is it that the way that LANES feeds that data. Dr. Amin noted that not all hospitals are on LANES and L.A. Care is not getting all the information it needs from them. L.A. Care is trying to make it easy for hospitals to give L.A. Care the information it needs.</p> <ul style="list-style-type: none"> • Infosys, Ltd. Contract Amendment to provide Quality Assurance services <u>Motion FIN 103.1223</u> To authorize staff to amend a contract with Infosys Limited in the amount of \$3,175,000 (total not to exceed amount of \$11,175,000) to provide Quality Assurance services for the period of December 30, 2023 to September 30, 2024. • Safety Net Connect (SNC) Contract to provide a direct electronic interface with 47 contracted hospitals through the eConnect platform <u>Motion FIN A.1123</u> 	

AGENDA ITEM/PRESENTER	MOTIONS / MAJOR DISCUSSIONS	ACTION TAKEN
	<p>To authorize staff to execute a contract in the amount of \$1,180,000 with Safety Net Connect (SNC) for the period of January 1, 2024 to December 31, 2026.</p>	<p>FIN 103 and FIN A were approved unanimously by roll call. 4 AYES (Booth, Roybal, and Vaccaro)</p> <p>The Committee approved to include FIN 100, FIN 102, FIN 103, FIN 104, and FIN 106 to the Consent Agenda for the December 7, 2023 Board of Governors meeting.</p>
<p>CHAIRPERSON'S REPORT</p>	<p>Committee Chairperson Booth thanked Afzal Shah, <i>Chief Financial Officer</i>, and Jeffrey Ingram, <i>Deputy Chief Financial Officer</i>, for their help with the packet.</p>	
<p>CHIEF EXECUTIVE OFFICER'S REPORT</p>	<p>There was no CEO Report.</p>	
<p>COMMITTEE ITEMS</p>		
<p>Chief Financial Officer's Report</p> <ul style="list-style-type: none"> Financial Report 	<p>Jeffrey Ingram, <i>Deputy Chief Financial Officer</i>, reported on the September 2023 Financial Performance. <i>(A copy of the report can be obtained by contacting Board Services.)</i></p> <p><u>Membership</u> September 2023 membership was slightly under 2.9 million members, 43,000 favorable to the forecast. Year to date (YTD) there were 34.2 million member months, over 83,000 favorable to the forecast. The favorability was driven by lower than expected losses experienced in August. Month over month, membership dropped approximately 1%, which was in line with the forecast assumptions. L.A. Care Covered (LACC) was favorable by 751 members, another increase month over month due to SB260. The steady growth in SB260 effectuated members from June through November has led to short-term overall LACC growth. The SB260 effectuated members have also covered the normal loss of membership during the Special Election Period months of September through the end of the year.</p> <p><u>Financial Performance</u></p>	

APPROVED

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	<p>September 2023 net surplus was \$90.5 million, \$92 million when adjusted for Housing and Homelessness Incentive Program (HHIP) and Incentive Payment Program (IPP). There were large variances in revenue and healthcare costs. The main driver for that was an adjustment to the Proposition 56 risk corridor, retro to the bridge period 2019-20. The Department of Healthcare Services (DHCS) notified L.A. Care that for the bridge period 2019-20, they used the wrong administrative percentage for screening services and clarified that the risk corridor included the administrative portion of the rating component. For CY 2021-22 they refreshed the corridor estimate based on actual experience and included the administrative component in Medical Expenditure Percentage (MEP). The net impact of that adjustment was -\$23.4 million (-\$172.5 million revenue; \$149 million Healthcare Costs (HCC).</p> <p>Offsetting that hit in revenue was an update to the Unsatisfactory Immigration Status (UIS) rate estimate of \$63 million with a small offset in capitation expense.</p> <p>In healthcare expenses, incurred claims were favorable \$41 million to the forecast. There was also a favorable adjustment to the capitation rate accrual of \$10.7 million.</p> <p>Administrative expenses were unfavorable to the forecast by \$5.7 million. September included approximately \$6 million in catch-up depreciation for two programs. Non-operating is favorable \$38.8 million vs the forecast driven by a true-up in the Managed Care Organization (MCO) Tax retro back to 2013-2016.</p> <p>The fiscal year finished with \$474 million surplus when adjusted for HHIP and IPP. Administrative expenses were unfavorable \$9.3 million driven primarily by depreciation and amortization.. The original administrative budget was \$510 million. The 3+9 forecast was \$530.7 million, which is a truer comparison than the 9+3 forecast of \$522 million. Actual administrative expenses excluding HHIP/IPP were \$530.4, which beat the goal by \$356,000.</p> <p><u>Consolidated Financial Performance – Actuals vs. Budget</u></p> <p>The Actuals vs Budget consolidated financial performance was presented. Mr. Ingram presented a six year trend beginning in FY 2017-18. DHCS looks to build in a 2% underwriting gain when setting L.A. Care rates, but there are years that L.A. Care is higher and years that L.A. Care is lower.</p> <p>Over the 6-year period, the weighted average was 1.7% of net surplus margin, still under the 2% underwriting target.</p>	

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	<p>Moving into FY 2023-24, L.A. Care cautioned there could be significant revenue pressures that will likely revert back to a very slim margin or potential losses.</p> <p>The \$474 million net surplus was favorable by \$394 million to the original budget when adjusted for HHIP and IPP. Operating margin is favorable by \$517 million. Administrative expense was unfavorable \$22 million and Non-Operating expense was favorable by \$71 million, driven by higher interest income and MCO tax revenue.</p> <p><u>Variance Walk – Budget vs Actuals</u></p> <p>Mr. Ingram presented a more detailed version of the variances from the original budgeted surplus of \$80 million to the final surplus of \$566 million. The largest driver was favorability from adjustments to the CY 2022 and 2023 rates of \$758 million. There was also some favorability from retroactive adjustments to our CY 2022 rates and the MCO Tax, which can be seen in the Non-Operating line. Offsetting that favorability and related to those rate updates are incurred claims, which were unfavorable \$276 million. There were updates to the risk corridor programs, including Prop 56, Enhanced Care Management (ECM), and Major Organ Transplant (MOT). The combined impact of those updates were unfavorable to budget by \$138 million. The other large items worth mentioning are the HHIP and IPP programs, which were favorable to budget by \$172 million.</p> <p><u>Operating Margin by Segment</u></p> <ul style="list-style-type: none"> • Medi-Cal finished slightly ahead of the 9 + 3 Forecast and aligned with Mercer's assumption of 92% Medical Care Ratio. • Cal MediConnect (CMC). This is the last month that CMC will be reported separately. Any remaining minimal runout will be reported in the total number starting next year. • Duals Special Needs Plan (DSNP), LACC and PASC are all right on forecast. <p><u>Key Financial Ratios</u></p> <p>The Medical Care Ratio was 91.6% (excluding HHIP/IPP). The administrative ratio was 4.8%, slightly higher than the 9+3 forecast (excluding HHIP/IPP), but on par with the 3+9 forecast which was a better view of actual spend.</p> <p>Cash to claims is favorable in September because L.A. Care received \$953 million in directed payments but only paid out \$564 million in September. The remaining \$334 million was paid in October 2023. L.A. Care was also overpaid \$110 million in August capitation, which hit the September cash balance. If adjusted, the cash to claims ratio would be 0.73.</p>	

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	<p><u>Tangible Net Equity and Days of Cash On-Hand</u> September 2023 Fund Balance was \$1.73 billion, which represents 736% of Tangible Net Equity. For September 2023, L.A. Care had enough cash to cover operating expenses for 107 days, which included the items in the cash to claims ratio. Without those items, the days of cash on-hand would be 88 days.</p> <p><u>Motion FIN 107.1223</u> To accept the Financial Reports for September 2023, as submitted.</p>	<p>Approved unanimously by roll call. 4 AYES</p>
<ul style="list-style-type: none"> Annual Review of Accounting and Finance Policies AFS-002 (Capital Assets), AFS-027 (Travel Expenses), and AFS-029 (Annual Budgets and Board of Governors Oversight) 	<p>Mr. Ingram presented the revised Accounting and Finance Policies AFS-002 (Capital Assets), AFS-027 (Travel Expenses), and AFS-029 (Annual Budgets and Board of Governors Oversight). Annually, L.A. Care’s Financial policies are brought to the Board for review, updates and approval. Below are the summary of the updated policies:</p> <p><u>AFS-002: Capital Assets:</u></p> <ul style="list-style-type: none"> Policy defines the capitalization policy, fixed asset categorization, guidelines and procedures for acquisition, safeguarding and disposal. This policy assures that L.A. Care complies with the requirements of Generally Accepted Accounting Principles (GAAP) to ensure proper recording and control of the capital assets. Updated with reference to the new financial reporting system, SAP. Minor updates <p><u>AFS-027: Travel Expenses:</u></p> <ul style="list-style-type: none"> Policy defines approvals and appropriate expenses related to travel. Updated with reference to the appropriate electronic signatures allowed for approval and updated mileage reimbursement guidelines for telecommuters. Minor updates <p><u>AFS-029: Annual Budgets & Board of Governors Oversight:</u></p> <ul style="list-style-type: none"> Policy defines oversight responsibility of the Board and the process for the CFO and finance staff to prepare the annual budget for review by the Board. Updated with reference to the addition of the Deputy Chief Financial Officer reporting to the Finance & Budget Committee and Board of Governors Minor updates 	

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	<p>Motion FIN 108.1223 To approve Accounting & Financial Services Policies AFS-002 (Capital Assets), AFS-004 (Non-Travel & Other Related Expenses), AFS-027 (Travel Expenses), and AFS-029 (Annual Budgets & Board of Governors Oversight) as submitted.</p>	<p>Approved unanimously by roll call. 4 AYES</p> <p>The Committee approved to include this motion on the Consent Agenda for the December 7, 2023 Board of Governors meeting.</p>								
<ul style="list-style-type: none"> Revision of Accounting and Finance Policy AFS-006 (Authorization and Approval Limits) (FIN 109) 	<p>Mr. Ingram presented the revisions to Accounting and Finance Policy AFS-006 (Authorization and Approval Limits). L.A. Care periodically reviews and updates Accounting and Finance Policy AFS-006 (Authorization and Approval Limits) to align with ongoing business needs while maintaining adequate oversight and transparency. The updates to the policy are:</p> <ul style="list-style-type: none"> Updated exclusion section 3.2 to better define member benefits and state incentives. Updated policy to no longer require Finance & Budget and/or Board of Governor’s approval for additional dollars if original contract satisfied authorization requirements. Added a requirement to report upcoming planned spend, by vendor, in the Annual Operating and Capital Budget presentation. Added Deputy Chiefs to the management level matrix. Removed the dollar thresholds to the exception list. Increased authorization limits for operating and capital expenditures as below. <table border="1" data-bbox="478 1044 1629 1446"> <thead> <tr> <th data-bbox="478 1044 1230 1190">Management Level</th> <th data-bbox="1230 1044 1629 1190">Operating and Capital Expenditures up to and including the following amounts</th> </tr> </thead> <tbody> <tr> <td data-bbox="478 1190 1230 1227">Department Managers*</td> <td data-bbox="1230 1190 1629 1227">\$5,000</td> </tr> <tr> <td data-bbox="478 1227 1230 1265">Directors / Senior Directors / Managing Directors /</td> <td data-bbox="1230 1227 1629 1265">\$100,000</td> </tr> <tr> <td data-bbox="478 1265 1230 1446">Officers (CEO, COO, CFO, CHRO, Chief Information and Technology Officer, CMO, General Counsel, Chief of Staff Executive Services, Chief Product Officer, Executive Directors, Deputy Chiefs)</td> <td data-bbox="1230 1265 1629 1446">\$1,000,000</td> </tr> </tbody> </table>	Management Level	Operating and Capital Expenditures up to and including the following amounts	Department Managers*	\$5,000	Directors / Senior Directors / Managing Directors /	\$100,000	Officers (CEO, COO, CFO, CHRO, Chief Information and Technology Officer, CMO, General Counsel, Chief of Staff Executive Services, Chief Product Officer, Executive Directors, Deputy Chiefs)	\$1,000,000	
Management Level	Operating and Capital Expenditures up to and including the following amounts									
Department Managers*	\$5,000									
Directors / Senior Directors / Managing Directors /	\$100,000									
Officers (CEO, COO, CFO, CHRO, Chief Information and Technology Officer, CMO, General Counsel, Chief of Staff Executive Services, Chief Product Officer, Executive Directors, Deputy Chiefs)	\$1,000,000									

APPROVED

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	CEO plus CFO	\$3,000,000	
	Finance & Budget Committee	\$5,000,000	
	Board of Governors	over \$5,000,000	
	<p><i>*Manager level with direct reports.</i></p> <p>Contract extensions and amendments were also modified. The current authorization limits are triggered once you get to a certain dollar amount: over \$1.5 million would go Finance & Budget (F&B) Committee, over \$2 million will require full Board approval. To extend that exact same contract for either time or money will have to come back to both F&B Committee and the full Board to get authorization. The proposed update to the policy is that once an authorization is approved, extensions for the same contract for time or money, it would no longer need to come back to the Board for re-approval. All executed contracts will be reported to the F&B Committee and Board quarterly. Staff will provide a schedule that shows budgeted spend aggregated by vendor for the future year.</p> <p>The idea being, the Board have the authority on the annual budget process to see what staff is planning on spending for the future year. And then quarterly, staff will provide any updates in terms of the policies and the other internal planning</p> <p>Committee Chairperson Booth asked for clarification for what is budgeted and what can go over vs what is in the written contract. Mr. Ingram explained in the annual budget process, staff request F&B Committee and Board of Governors authority to spend a certain dollar value. Last year, staff asked for \$510 million. Staff knew they were going to spend the \$510 million. Staff came back in the 3+9 forecast and asked for additional \$20 million to line up the overall spend. That funding is delegated to the CEO and the leadership team to manage. If priorities come up, staff might choose to change the direction on what was planned on spending. When it comes to authorized vendors, staff cannot shift funds without Board authorization. If there is a \$1 million sitting around somewhere, and this project has spent all of its own money, it cannot spend that \$1 million until it requests it.</p> <p>In terms of a budget practice, for example, \$5 million requires Board of Governors approval. In a budget process, if Health Services requested \$5 million for a specific vendor and if staff identify that they no longer are going to use that amount and IT needs a \$5 million within the budget process, through Finance, staff can authorize or approve a budget transfer between Health Services and IT. When it comes to the actual vendor spend, if the vendor identified has currently been authorized to spend \$2.5 million through the Board of Governors, staff</p>		

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	<p>cannot just take the \$5 million and apply it to that vendor. Staff has to come back to the respective committees to request an authorization to go beyond the initial \$2.5 million.</p> <p>Mr. Ingram noted that this revision on the policy will make it easier for the staff to maneuver a little bit and not have to spend so much paperwork time and be more efficient without sacrificing transparency.</p> <p>Committee Chairperson Booth noted because she is also the Compliance & Quality Committee Chairperson, she wants to make sure that things are transparent. She added perhaps to review the F&B Charter to understand the Committee’s responsibilities. As a committee of the Board of Governors, the F&B Committee is responsible for this budgetary process. She added that from everything she has read, it is becoming more likely that there is the potential for the F&B Committee to be actually held accountable.</p> <p>Committee Chair Booth noted that there is not a place about recurring expenses, including lease payments. She wondered if there can not be some sort of reasonable limit to pay annually for lease payments in a fully executed contract. She added that the rationale around dollar limits is for some kind of flexibility when membership increases and other aspects, with regards to real estate decisions.</p> <p>Committee Chairperson Booth noted that expenses gets approved by the Executives that she was not clear about until she would calculate the motion summary. She would like to see that this is reflected in the quarterly report which will be easier to identify how that money got there, including who approved that extra dollars and the money that is going to get spent.</p> <p>Mr. Ingram noted that the current practice is say, there was a request for \$3.5 million and the final invoices come out to \$3.6 million, the extra \$100,000 is delegated to the CEO without having to come back to the F&B Committees. The balance over time period is higher than anticipated and staff had to come back to the Board of Governors to request an amendment because it exceeded these amounts. It still stays within the same logic where, if you get to a threshold, we come back to the Finance Committee and the Board if it is material.</p> <p><u>Motion FIN 109.1223</u> To approve Accounting and Finance Services Policy AFS-006 (Authorization and Approval Limits) as submitted.</p>	<p>Approved unanimously by roll call. 4 AYES</p> <p>The Committee approved to include this motion on the Consent Agenda for the December 7, 2023 Board of Governors meeting.</p>
<ul style="list-style-type: none"> Monthly Investment Transactions Reports 	<p>Mr. Ingram referred to the investment transactions reports included in the meeting materials (<i>a copy of the report is available by contacting Board Services</i>). This report is to comply with the</p>	

APPROVED

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	<p>California Government Code as an informational item. L.A. Care's total investment market value as of September 30, 2023 was \$3.3 billion.</p> <ul style="list-style-type: none"> • \$3.2 billion managed by Payden & Rygel and New England Asset Management (NEAM) • \$35 million in Local Agency Investment Fund • \$79 million in Los Angeles County Pooled Investment Fund 	
<ul style="list-style-type: none"> • Quarterly/Annual Internal Policy Reports 	<p>Mr. Ingram referred to the 4th Quarter Expenditure Reports required by L.A. Care Internal Policies for FY 2022-23 included in the meeting materials. <i>(A copy of the report is available by contacting Board Services).</i> L.A. Care internal policies require reports on expenditures for business related travel expenses incurred by employees, members of the Board of Governors, Stakeholder Committees, and members of the Public Advisory Committees. The Authorization and Approval Limits policy requires reports for executed vendor contracts for all expenditures and the Procurement Policy requires reports for all sole source purchases over \$250,000. These are informational items, and do not require approval.</p> <ul style="list-style-type: none"> • Policy AFS-004 (Non-Travel Expense Report) • Policy AFS-027 (Travel Expense Report) • Policy AFS-006 (Authorization and Approval Limits) • Policy AFS-007 (Procurement) 	
<p>Public Comments on the Closed Session agenda items.</p>	<p>There were no public comments.</p>	
<p>ADJOURN TO CLOSED SESSION</p>	<p>The Joint Powers Authority Finance & Budget Committee meeting adjourned at 1:52 p.m.</p> <p>Augustavia J. Haydel, Esq., <i>General Counsel</i>, announced the items that the Committee will discuss in closed session. There was no public comment on the Closed Session items, and the meeting adjourned to closed session at 1:53 p.m.</p> <p>REPORT INVOLVING TRADE SECRET Pursuant to Welfare and Institutions Code Section 14087.38(n) Discussion Concerning New Service, Program, Technology, Business Plan Estimated date of public disclosure: <i>November 2025</i></p> <p>CONTRACT RATES Pursuant to Welfare and Institutions Code Section 14087.38(m)</p> <ul style="list-style-type: none"> • Plan Partner Rates 	

AGENDA ITEM/PRESENTER	MOTIONS / MAJOR DISCUSSIONS	ACTION TAKEN
	<ul style="list-style-type: none"> • Provider Rates • DHCS Rates 	
RECONVENE IN OPEN SESSION	<p>The meeting reconvened in open session at 2:08 pm.</p> <p>Augustavia J. Haydel, Esq., <i>General Counsel</i>, advised the public that no reportable action from the closed session.</p>	
ADJOURNMENT	The meeting adjourned at 2:08 p.m.	

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:

DocuSigned by:

Stephanie Booth, MD.

084B48A20E5F499
 Stephanie Booth, MD, *Chairperson*
 Date Signed 1/31/2024 7:08 AM PST

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