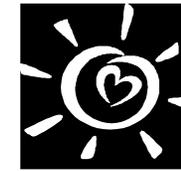


BOARD OF GOVERNORS

Executive Committee

Meeting Minutes – January 22, 2025

1055 West 7th Street, 1st Floor, Los Angeles, CA 90017



L.A. Care
HEALTH PLAN

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

Martha Santana-Chin, *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*

**Absent*

AGENDA ITEM/PRESENTER	MOTIONS / MAJOR DISCUSSIONS	ACTION TAKEN
<p>CALL TO ORDER</p>	<p>Alvaro Ballesteros, MBA, <i>Chairperson</i>, called to order at 2:17 pm the regular and supplemental special 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 and wished everyone a Happy New Year. He hopes that everybody is safe given what has happened over the past few weeks because of the fires, affecting your families, friends, and neighborhoods. He invited everyone to keep in their thoughts those that are affected and hope for a speedy resolution to the difficult situations in which they find themselves.</p> <p>He welcomed Martha Santana-Chin, <i>Chief Executive Officer</i>, to her first meeting of the L.A. Care Board of Governor's Executive Committee. He thanked her for joining L.A. Care to take on the CEO role, especially at this time.</p> <p>Ms. Santana-Chin commented that it's a pleasure to be here and she thanked Board Members for offering support in a variety of different ways. Going into this role, she knew she would be working with an awesome team, and they are going into the year ready to tackle it.</p> <p>Chairperson Ballesteros thanked the executive team of L.A. Care for their hard work over the past year. The new year has already started out very tough and there is much to be done this year. There is an awesome leadership team at L.A. Care. If there is any team that is going to get L.A. Care through the year, it will be this team. The Board has</p>	

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AGENDA ITEM/PRESENTER	MOTIONS / MAJOR DISCUSSIONS	ACTION TAKEN
	<p>full confidence in and is happy to have this team, especially at times like this. He wanted to say up front in the meeting that he was thinking a lot about them the past few weeks and knows that they have given everything, and particularly during the fire emergency. He knows they worked long hours to be available because there was a lot going on in our communities with our members. People need L.A. Care. He noted that their work is seen and is appreciated. Some of the best people work in this organization, and he is so happy to be a board member with L.A. Care.</p> <p>He provided information on how to submit public comments.</p>	
APPROVE MEETING AGENDA	The agenda for today’s meeting was approved.	Approved unanimously. 5 AYES (Ballesteros, Booth, Raffoul, Roybal, and Shapiro)
PUBLIC COMMENT	There was no public comment.	
APPROVE MEETING MINUTES	The minutes of the November 20, 2024 meeting were approved.	Approved unanimously. 5 AYES
CHAIRPERSON’S REPORT <ul style="list-style-type: none"> Discuss the ad hoc Nomination Committee to carry out the process for nominating a member to the L.A. Care Board. 	<p>Chairperson Ballesteros noted that one Board seat is appointed by the L.A. Care Board of Governors. The Board will look for individuals that fit the criteria the Board is looking for. He suggested forming an ad hoc committee to find interested individuals. Applicants will be sought, and the committee will decide which individual to recommend for nomination to the Board.</p> <p>In 2014, there was an ad hoc nominating committee of five individuals representing members, Los Angeles County Department of Health Services, health centers, clinics and other stakeholder groups. He recommended that the Board proceed in the same way. He will recommend to the Board on February 6 to establish an ad hoc nominating committee to carry out the process for nominating a member to the L.A. Care Board. No board vote would be needed. The ad hoc committee and nominating process would be reviewed regularly with the Board. He asked for input on the members to invite to the ad hoc nominating committee so he could inform the Board who the Committee members will be. Once the ad hoc committee members have been recruited, the ad hoc committee will meet to determine the 2025 process. Board Services will support the ad hoc nominating committee through the process.</p>	

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	<p>In response to a question about the number of meetings, Chairperson Ballesteros responded it will meet to determine a process and when applicants have been gathered, a meeting would be held to review the applicants and determine a recommended nominee. The committee is going to identify a person based on the interests defined by the Board. He emphasized that it will be very important that Board Members are comfortable with the process.</p> <p>Board Member Shapiro noted that the committee process is a good way to proceed. Chairperson Ballesteros asked about existing criteria for the seat. Augustavia Haydel, <i>General Counsel</i>, responded that there is a description, and the committee could develop more detail. Board Member Shapiro suggested that a nominee have experience in legislative affairs and advocacy. L.A. Care will continue to need that type of experience. Ms. Santana-Chin suggested that the process include a set of criteria recommendations from staff for the Board to consider in determining the profile. Ms. Haydel indicated that there is no limitation on the CEO's participation in making recommendations to the Board about how they want to move forward to determine a nominee for the Board seat. The Board could establish an ad hoc committee to make a recommendation about how that process should go forward. Board Member Raffoul suggested it would be helpful to have information about Mr. De La Torre's background in developing the criteria for a nominee. Board Member Roybal suggested gathering input from prior Board Members who participated in the process in 2014.</p> <p>If the Board members have no objection, the Board could delegate to the Chairperson the authority to establish the ad hoc. The Board can then provide support, including receiving recommendations from staff and the CEO. It could be the discretion of the ad hoc committee to reach out for additional information.</p>	
<p>CHIEF EXECUTIVE OFFICER'S REPORT</p> <ul style="list-style-type: none"> • Fire Disaster Response and Recovery Support Efforts 	<p>Ms. Santana-Chin thanked the Chairperson and Committee members. When she joined L.A. Care on January 6, the entire team had very big plans to strengthen the core operations, deliver meaningful value to L.A. Care members and the communities that it serves and prepare to advocate to protect the advances that were made in coverage and addressing whole person care considering the new federal administration and its new agenda. A couple of days later unfortunately all attention shifted to responding to the wildfires.</p> <p>The wildfires forced evacuation of more than 200,000 people from their homes, impacted close to 59,000 L.A. Care members and 237 of L.A. Care employees. 12,000</p>	

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	<p>structures were destroyed and tragically more than 25 lives lost as of today. The significant magnitude of the emergency is felt very deeply in the community, and it will take a significant time to recover.</p> <p>She is grateful for the L.A. Care team and how they showed up in that moment. They took time to make the best of the crisis to strengthen the response and testing the business continuity plan, mobilizing the teams to support the members and providers in the community.</p> <ul style="list-style-type: none"> The website was updated with emergency contact information, ensuring continuity of care by suspending prescription refill limitations across lines of business, enabling access to out-of-network providers, and replacing medical equipment. By engaging with the CalAIM network through Enhanced Care Management and Community Supports, L.A. Care served the highest risk members. Special efforts have been made to connect with the most vulnerable, including proactive outreach, transportation for evacuations and medical appointments, and behavioral health support. Additionally, L.A. Care is addressing the long-term public health concerns associated with wildfires, such as increased respiratory and mental health challenges. Studies have shown a 30% rise in respiratory illnesses with a heightened demand for mental health services following major wildfire events and L.A. Care is preparing to meet this challenge moving forward. <p>Extensive work was done to conduct outreach to individuals that had mobility issues, were homebound or were classified as high risk for other reasons. L.A. Care made sure that they knew what to do with the evacuation orders, that they had access to medical appointments as several provider sites were impacted and provided access to behavioral health and other support.</p> <p>L.A. Care will continue to support members with resources to address respiratory issues, mental health and other needs that arise up because of the trauma that communities are facing.</p> <p>She is proud to share that members were cared for, including members that had to be transitioned from a facility. People continued to get prescriptions and durable medical equipment. L.A. Care maintained compliance through the process. L.A. Care is continuing to be vigilant and diligent about support.</p> <ul style="list-style-type: none"> L.A. Care employees were also impacted. Emergency communication channels were activated with employees through text messaging and email to make sure L.A. Care's 	

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	<p>leadership knew where employees were, that they were safe, and the extent that they needed support of any kind. The team very quickly mobilized to allow for flexible work arrangements for impacted individuals, ensuring that they were connected with employee assistance programs and providing direct support for employees who lost their home.</p> <ul style="list-style-type: none"> • The provider network team did a phenomenal job in partnership with Health Services in working with Los Angeles County and others, connecting with all the providers that are actively caring for members to understand any disruption in services and access to care, offering logistical and other support, and making sure that resources were available to continue to serve members. One thing that the hospitals had specifically reached out to L.A. Care very quickly was about suspending authorization requirements for individuals that were in the process of discharge. Those flexibilities remain in place and will continue. L.A. Care is continuing to partner with physicians and other providers including nursing facilities, trying to understand what it will take to fully recover. • L.A. Care assessed service availability, offered logistical and financial support, and allocated critical resources to address staffing shortages and supply needs. Authorization requirements for hospital discharge services were suspended to streamline care delivery. • In collaboration with Blue Shield Promise, Community Resource Centers were opened to provide protective masks and other resources for the entire community, not just L.A. Care members. In partnership with the Center of Hope Church, L.A. Care is accepting essential item donations at the Community Resource Centers, with donations routed to fire relief organizations. Field medicine teams were enlisted to support unhoused individuals. • L.A. Care ensured operations were strong and would continue to operate should the business continuity plan be activated. Emergency communication channels were activated to provide timely updates and resources. Flexible work arrangements, financial support, and counseling services were offered through the Employee Assistance Program (EAP). Direct support was provided to employees who lost homes. With these actions, the L.A. Care team was able to maintain timely processing of prior authorizations and thorough care coordination with the provider network. <p>She is very proud of the way the team came together. She noted that for her personally coming into a new organization, there is nothing like a crisis to appreciate how the</p>	

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	<p>leadership team comes together and how the entire organization rallies to make sure that it continues to be of service. She is grateful for the opportunity to witness that firsthand.</p> <p>L.A. Care maintains open lines of communication with the state regulators, with Los Angeles County agencies, community-based organizations, and disaster relief partners to make sure to address needs that arise, as opposed to duplicating efforts.</p> <p>It will take a long time to recover. Advocacy and policy will be a critical focus. L.A. Care has a strategic planning session with the Local Health Plans of California, an association of similar health plans. California Health & Human Services Secretary Kim Johnson will join to allow health plans to speak about the experience in Los Angeles County and appeal for ongoing and sustained support. Some requests will include asking her to be alert for requests for additional flexibility and recognize when setting rates, the events happening now will have consequences in the near and distant future. The policy for rate setting must be sound and take this disaster into account. Ms. Santana-Chin will continue to update Board members. She invited chief officers to add their comments.</p> <p>Sameer Amin, <i>Chief Medical Officer</i>, commented that was a great list of activities. He noted there has been talk about the physical health concerns with the members in the areas that have been evacuated. There was also a significant mental health toll. L.A. Care has begun activating behavioral health outreach, including disaster management protocols, such as no additional cost sharing for out of network services and behavioral health facilities. L.A. Care has waived prior authorization requirements for behavioral health and extended claims filing deadlines. A countywide crisis support line was opened, shared with Pasadena Public Health. School based telehealth offerings have expanded for counseling and urgent care needs across impacted school districts including Los Angeles Unified School District (LAUSD) and Pasadena USD. A call center <i>frequently asked questions</i> was developed along with protocol to help ensure continuity of home-based autism treatment for displaced families. Health Services worked with communications staff to disseminate wildfire information on lacare.org. The emergency affected not just physical health, also mental health. With the pandemic and the housing crisis in Los Angeles County, the County and City agencies have been through a lot. L.A. Care needs to serve mental health needs.</p> <p>Board Member Shapiro commented that he has heard amazing things from L.A. Care’s CEO and CMO. He thinks that the communications department should take note of it</p>	

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	<p>and should disseminate information about the efforts. L.A. Care is a silent witness of all these things and is doing the good life changing work. From providing autism treatment directly at home for the displaced to supporting providers. It should be highlighted. Few health plans are doing that work, along with outreach and everything else. This is the moment to make sure this important work is communicated, a reflection of the things that L.A. Care is already doing.</p> <p>Noah Paley, <i>Chief of Staff</i>, responded that just before he walked in today, he reviewed a list of items to be communicated on the website and through direct communications. The communications team is also aware of the motions to be discussed with this committee later in this meeting. He thanked Ms. Santana-Chin and Dr. Amin for doing a great job surveying the efforts that L.A. Care is undertaking. He added, as Ms. Santana-Chin said, this will be a sustained effort, and that is why the motions will be presented later. It will include an evaluation of L.A. Care’s readiness to contribute to the total effort to rebuild and restore what has been devastated by the wildfires.</p>	
<ul style="list-style-type: none"> Government Affairs Update 	<p>Cherie Compartore, <i>Senior Director, Government Affairs</i>, reported President Trump issued a host of executive orders, proclamations, and other documents on his first day in office. Staff is currently reviewing the details and will coordinate with state and national trade associations and reach out to congressional offices. There will be more clarity in the coming days and a more detailed discussion will be prepared for the February 6 Board meeting.</p> <p>Ms. Compartore provided high level information about the potential impact on L.A. Care’s members in the Los Angeles community. She will not cover the effect of every executive order, just some of the key ones.</p> <p>About Covered California (also referred to as the marketplace), the President reversed President Biden's executive order that encouraged states to extend open enrollment periods and protect people with pre-existing conditions. President Trump did not mention elimination of subsidies. Going back in time, L.A. Care worked at the state level where protections were included in state law, such as no pre-existing conditions and the individual mandate. California does have some subsidies, whether those will be included in the State budget remains to be seen. Some of those protections will protect the marketplace to some degree, according to legal analysis. There was not a significant mention of Medicaid in the executive orders, but that's because the Trump administration has ideas in place already. They will be going through existing regulations as well as the final rule on enrollment and eligibility. There will likely be proposals</p>	

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	<p>around for block grants or per capita grants. There may be a reduction in the federal match, which is 50% in California, to no more than 40%, adding work requirements, increasing enrollment hurdles such as eliminating continuous eligibility or scaling back for those states that did not go forward with Medicaid expansion. It is not known what could be done regarding Medicaid. The magnitude of the Medicaid proposals could be significant. It should be remembered that in the US Congress, the House of Representatives clearly could have the votes to do some of the more restrictive cuts while it remains to be seen whether the Senate could pass something. It is hoped that the Republicans that depend on Medicaid expansion will not enact cuts. Some states depend on the marketplace and would not want to repeal the Affordable Care Act (ACA). It is hoped that will influence proposed legislation. L.A. Care Government Affairs staff is engaging with members of the US Congress and will travel to Washington, DC soon. There will be meetings with a member in Energy and Commerce, as well as Immigration areas. Staff can also reach out to high level committee members as well as the Los Angeles Congressional delegation.</p> <p>As expected, the President is making major changes to US immigration policy. A plan was announced yesterday to revoke birthright citizenship for children born to unauthorized immigrants. He declared a national emergency and ordered military deployments to the southern border and is restating previous policies like requiring the asylum seekers to remain in Mexico while the cases are being processed. As is understandable, the immigrant community is incredibly alarmed. In California, the fear of deportation roundups is growing, adding to anxiety that many already feel. California joined a coalition with 18 other states and filed a lawsuit yesterday against the Trump administration arguing that ending birthright citizenship is a violation of the 14th amendment of the US Constitution. During the previous Trump administration, California filed or joined over 100 lawsuits, with 25 of those lawsuits in healthcare, immigration and LGBTQ areas. Of those 25 lawsuits, 15 are still pending, seven were won and three were lost. More information will be provided in the February 6 Board meeting packet. California has approved, as part of a special state legislative session, a \$50 million fund to support state and local efforts addressing immigration issues. Of the \$50 million, and \$25 million will go to state and local defense funds. The other \$25 million will be used to defend immigrants and provide information against deportation and detention.</p> <p>There were not many new proposals related to the California State Budget, because of the money needed to fight the Trump administration. A state budget summary will be</p>	

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	<p>provided in the Board meeting packet detailing the proposals potentially impacting L.A. Care. It is too soon to know which proposals will pass.</p> <p>Ms. Santana-Chin thanked Ms. Compartore for the comprehensive overview. She added that the proposed items affect things that Californians have fought for and had believed that progress was being made. L.A. Care employees, members, and communities are experiencing anxiety. One thing about the US democracy is that there are checks and balances. The execution of many proposals will take time, and the lawsuits have already started. There is a process for approving Medi-Cal changes and there will be a lot of negotiation. She would like to believe that the agenda that was put forth is a negotiation strategy, the extreme position is an anchor to negotiate to a reasonable position. For L.A. Care that means a few things. Ms. Compartore and the Government Affairs team will work in partnership with coalitions and lobbyists, and the work continues to be important and will be a priority. Communications, bringing facts to the table and make sure that the provider network, employees, and members are well informed is important. There could be chaos and people working at cross purposes. L.A. Care will work on making sure that people understand the situation and how to proceed. Leveraging coalitions will be important, because legal aid entities, along with the state and the county agencies, are already organized. L.A. Care will collaborate and add to the message with a smart workforce that knows how to support members and providers. From a communications perspective, going back to Board Member Shapiro’s earlier comment, if one stays silent, others will make up the narrative. L.A. Care will focus on advocating and will have a very logical plan. She invited Board Members to provide their perspectives. Many organizations are working through similar issues and organizing, so if there is anything that L.A. Care should consider, please share it with Ms. Compartore, Mr. Paley, and her.</p> <p>Board Member Shapiro noted that coalition building will be interesting, and he suggested organizations that could be non-traditional partners, the American Academy of Pediatrics and the National Association for Community Health Centers (NACHC). Those are top of mind because they align with the idea of Medicaid and Medi-Cal as an important part of L.A. Care activities. In two weeks NACHC will hold the Policy & Issues Forum 2025 in Washington DC.</p> <p>Board Member Roybal noted that when they tried to get rid of the ACA before, Senator John McCain of Arizona was a key no vote. The attempt was made through simple majority in a reconciliation bill. Later, it was revealed that Senator McCain talked to his</p>	

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	<p>governor and was told the state would lose a lot of funding for rural hospitals, and those facilities would suffer. A main reason Senator McCain voted like he did, along with other reasons, was that he knew that his state would lose a lot of resources for rural areas in Arizona. In California and with the new Congress, the majority is razor thin. He suggested working on a statewide level to help educate people, and especially people who live and are represented by Republican House members, to understand the effects if those programs were diminished, taken apart or demolished. It will take a couple people in California, a couple of people nationally to vote one way or the other in the House to make a difference. He encouraged making sure to work on coalitions like that. In other counties of California, particularly rural counties with district hospitals where they are dependent on Medi-Cal and other funding streams that will be affected by any cuts that occur, the coalitions really need to help educate folks about what is going on and help them inform their representatives understand how it would affect their communities.</p> <p>Mr. Paley responded that it is a tremendous idea to show the state impact and to also point out not just the issues relative to revenue, but the impact on public services that will arise from certain requirements like work requirements, that will have to be administered by the states.</p>	
COMMITTEE ISSUES		
<p>Approve changes to regular meeting schedule of Technical Advisory Committee and Compliance & Quality Committee meetings</p>	<p>Ms. Haydel noted that a couple of meeting dates are rescheduled for various reasons and approval of the Board is needed to assure that these are considered regular meetings.</p> <p><u>Motion EXE 100.0225</u> Approval of the following changes to 2025 Board and Committee regular meeting schedules:</p> <ol style="list-style-type: none"> 1. Technical Advisory Committee January 9, 2025 meeting moved to January 30, 2025 at 2:00 PM, and 2. Compliance & Quality Committee June 19, 2025 moved to Monday, June 16 due to Juneteenth Holiday. 	<p>Approved unanimously. 5 AYES</p> <p>The Committee approved to add EXE 100.0225 to the Consent Agenda for February 6, 2025 Board of Governors meeting.</p>
<p>Human Resources Policy HR 214 (Employee Conduct and Discipline)</p>	<p>Terry Brown, <i>Chief of Human Resources</i>, summarized a motion to approve revisions to HR 214 (Employee Conduct and Discipline). The word aggressive was removed on the advice of counsel to provide flexibility depending on the severity of a violation. The revisions to the document include updated code violations that are most likely to create an issue, as those change over time. The disciplinary process is updated so managers</p>	

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	<p>must include the HR business partner before disciplinary action can take effect. The structure of the document was changed a little bit.</p> <p>Prior to this meeting he had a conversation with Board Member Booth, and he will include clarifications that will not change the intent or meaning of the document.</p> <p><u>Motion EXE A.0125</u> To approve the Human Resources Policy HR-214 (Employee Conduct & Discipline), as presented.</p>	<p>Approved unanimously. 5 AYES</p>
Approve Consent Agenda	<p>Approve the list of items that will be considered on a Consent Agenda for February 6, 2025 Board of Governors Meeting.</p> <ul style="list-style-type: none"> • December 5, 2024 Board of Governors Meeting Minutes • Changes to regular schedule of Technical Advisory Committee and Compliance & Quality Committee meetings • OptumInsight, Inc. Contract Amendment to continue to support L.A. Care with post-payment Data Mining services • Delegate to Martha Santana-Chin, Chief Executive Officer, discretionary authority to approve vendors to perform capital improvements and purchase equipment to build-out floors 1, 5, 6 and 7 in the 1200 W. 7th Street Building • 2025 Compliance Work Plan • 2025 Compliance Program Plan 	<p>Approved unanimously. 5 AYES</p>
PUBLIC COMMENTS ON CLOSED SESSION ITEMS	There were no public comments.	
ADJOURN TO CLOSED SESSION	<p>The Joint Powers Authority Executive Committee meeting adjourned at 3:11 pm.</p> <p>Augustavia J. Haydel, Esq., <i>General Counsel</i> announced the items for discussion in closed session. She announced there is no report anticipated from the closed session. The meeting adjourned to closed session at 3:11 pm.</p> <p>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: <i>January 2027</i></p>	

AGENDA ITEM/PRESENTER	MOTIONS / MAJOR DISCUSSIONS	ACTION TAKEN
	<p>CONTRACT RATES Pursuant to Welfare and Institutions Code Section 14087.38(m)</p> <ul style="list-style-type: none"> • Plan Partner Rates • Provider Rates • DHCS Rates <p>CONFERENCE WITH LEGAL COUNSEL—ANTICIPATED LIT Significant Exposure (3 cases) Pursuant to paragraph 2 of subdivision (d) of Section 54956.9 of the Ralph M. Brown Act</p> <p>CONFERENCE WITH LEGAL COUNSEL—EXISTING LITIGATION L.A. Care Health Plan’s Notice of Contract Dispute under Contract No. 04-36069 Department of Health Care Services (Case No. Unavailable)</p> <p>THREAT TO PUBLIC SERVICES OR FACILITIES Government Code Section 54957 Consultation with: Acacia Reed, <i>Chief Operating Officer</i>, Noah Paley, <i>Chief of Staff</i>, Terry Brown, <i>Chief Human Resources Officer</i> <i>From the Supplemental Special Meeting Agenda</i></p> <p>THREAT TO PUBLIC SERVICES OR FACILITIES Government Code Section 54957 Consultation with: Acacia Reed, <i>Chief Operating Officer</i>, Noah Paley, <i>Chief of Staff</i>, Terry Brown, <i>Chief Human Resources Officer</i>, <i>and Augustavia Haydel, General Counsel</i></p> <p>CONFERENCE WITH LEGAL COUNSEL—EXISTING LITIGATION L.A. Care Health Plan’s Notice of Contract Dispute under Contract No. 04-36069 Department of Health Care Services (Case No. Unavailable)</p> <p>PUBLIC EMPLOYEE PERFORMANCE EVALUATION, PUBLIC EMPLOYMENT and CONFERENCE WITH LABOR NEGOTIATOR Sections 54957 and 54957.6 of the Ralph M. Brown Act Title: CEO Agency Designated Representative: Alvaro Ballesteros, MBA Unrepresented Employee: Martha Santana-Chin</p>	
RECONVENE IN OPEN SESSION	The meeting reconvened in open session at 4:45 pm. No reportable actions were taken during the closed session.	

AGENDA ITEM/PRESENTER	MOTIONS / MAJOR DISCUSSIONS	ACTION TAKEN
ADJOURNMENT	The meeting adjourned at 4:45 pm	

Respectfully submitted by:

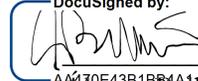
Linda Merkens, *Senior Manager, Board Services*

Malou Balones, *Board Specialist III, Board Services*

Victor Rodriguez, *Board Specialist II, Board Services*

APPROVED BY:

DocuSigned by:



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Alvaro Baltesteros, MBA, *Board Chairperson*

Date: 3/27/2025 | 12:41 PM PDT

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