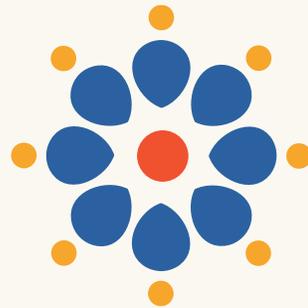


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5.2

Interim Chief Executive Officer Report

Presented by:

Irene Lo, MD, FACS

Chief Executive Officer (Interim)

5.2.1 CCHP Staffing Update Organizational Priorities

- Stabilize leadership and operations
- Ensure audit and regulatory readiness
- Launch Dual Eligible Special Needs Plan (D-SNP) by January 2026
- Strengthen provider partnerships and infrastructure
- Build a sustainable and competitive workforce



- Persistent vacancies in key leadership and technical roles impacting regulatory readiness, daily operations, and program implementation.
- Interim external consultants currently supporting, but not sustainable:
 - Compliance (Senior Director)
 - Operations (Director)
 - Claims (Manager)

Key Recruitment Challenges

- County Job Classifications
 - Do not reflect managed care health plan requirements
 - Limit flexibility to recruit individuals with specialized regulatory or operational expertise
- Below-Market Compensation
 - Director and senior-level salaries are often not competitive with peer health plans
 - Hinders ability to attract and retain experienced professionals
- Regional Competition
 - Neighboring health plans recruiting for D-SNP launches

- Delayed execution on strategic initiatives and regulatory deliverables
- Operational gaps in leadership, oversight, and staff accountability
- Reliance on external consultants not financially sustainable

- Need to pursue targeted improvements to our hiring and recruitment process
- Potential solutions
 - Enhancing job classifications
 - Adjusting compensation structures
 - Streamlining internal hiring and onboarding processes
 - Establishing targeted recruitment strategies
 - Improve candidate outreach and marketing

Regulatory Communication and Transparency

- Proactive Engagement:
 - Regular updates provided to DHCS and DMHC regarding leadership vacancies and interim coverage
 - Emphasis on operational continuity and regulatory compliance despite staffing gaps
- Regulator Feedback:
 - DMHC expressed concern about volume of vacancies
 - CCHP responded with recruitment timelines, interim leadership assignments, and stabilization efforts
- Commitment to Transparency:
 - Continued reporting and coordination with oversight agencies
 - Reinforced assurance that compliance and oversight functions remain intact

- CCHP recommends conducting a market study and salary survey to evaluate opportunities to enhance the competitiveness of compensation for Director-level positions.
- Requested Action:
 - CCHP requests a motion of support from the JCC to proceed with a market study and salary survey focused on Director-level roles at CCHP.



Public Comments

JCC Comments

- Satisfactory closure of all Transportation related findings and several Behavioral Health Focused Audit findings
- Responses to the remaining audit findings related to Behavioral Health have been submitted to DHCS
- Currently awaiting formal response and further instruction from DHCS

DHCS 2024 Medical Audit – Corrective Action Plan

- Ongoing: Cross-functional teams are actively engaged in:
 - Implementing policy and process revisions
 - Delivering role-specific training across departments
 - Conducting ongoing internal audits and quality reviews
 - Tracking and reporting corrective actions through Compliance governance structures
- 4/20/2025: DHCS provided initial feedback
 - CAP Accepted – Finding 4.1.1. Quality of Care Grievances: The Plan did not have policies and procedures to ensure medical Quality of Care grievances were immediately submitted to the Medical Director for action
 - All other findings were partially accepted with requests for clarification and follow-up
- 5/23/2025: Follow-up responses were submitted to DHCS
- Currently, awaiting formal response and further instruction from DHCS



Public Comments

JCC Comments

5.2.3 D-SNP Progress Update D-SNP Implementation Milestones

MILESTONE	DEADLINE	STATUS	DETAILS
Medicare Advantage (MA), Part D, and SNP Application Submission, including Model of Care and Provider Network	February 12, 2025	Completed	<ul style="list-style-type: none"> MA application approved Part D application approved Model of Care approved (Score: 100%)
Model of Care Submission to DHCS	February 12, 2025	Completed	<ul style="list-style-type: none"> DHCS found zero deficiencies with State-related MOC
MA Bid and Formulary Submission	June 2, 2025	Completed	<ul style="list-style-type: none"> 6 Tier formulary Supplemental Benefits: Vision, Wider Circle, Grocery Card
D-SNP State Medicaid Agency Contracts (SMAC) Submission	July 2025	In Progress	
Medicare Advantage Contract Execution with CMS	August 31, 2025	In Progress	
Annual Enrollment Period	October 2025 – December 2025	In Progress	
D-SNP Launch	January 1, 2026	In Progress	

- Vendor contracts are being finalized to ensure services are secured prior to launch
- Internal workgroups are refining core operational and regulatory processes
- Subject matter experts (SMEs) are engaged to provide support on policies and procedures, reporting, and other operational changes
- Provider contracting is ongoing to ensure adequate network access
- Provider education materials are in development
- Awaiting approval to recruit for key positions that will support both D-SNP implementation and long-term operational success.



Risk Mitigation Planning

- In parallel, CCHP has launched a risk mitigation workstream to identify and proactively manage potential regulatory, operational, and system risks associated with D-SNP implementation.
- Key focus areas include reporting accuracy, network adequacy, IT integration, member experience, and critical vendor contracts.
- Cross-departmental teams are developing contingency plans to ensure resilience and timely response to emerging issues.

Next Quarter Priorities

- Completing provider network contracting
- Finalizing all vendor contracts
- Submitting contracts to the Board of Supervisors for review and approval in June/July 2025 to allow sufficient time for implementation and launch
- Beginning recruitment for approved D-SNP positions
- Conducting staff training and readiness testing across core operational areas
- Launching internal communications and staff education on D-SNP benefits, processes, and compliance expectations
- Initiating provider-facing communications and education to ensure awareness of D-SNP requirements and operational workflows



Public Comments

JCC Comments