



To: Joint Conference Committee (JCC) Members

From: Irene Lo, MD FACS; Chief Executive Officer (Interim)
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Date: June 6, 2025

Subject: Submission of 2025 Quality & Health Equity Program Description, 2025 Work Plan, and 2024 Quality & Health Equity Program Evaluation for Board of Supervisors Consent

Background

Pursuant to state and federal regulatory requirements and Contra Costa Health Plan's commitment to continuous quality improvement and health equity, the following key quality documents have been developed and updated for 2025:


- **2025 Quality & Health Equity Program Description**
- **2025 Quality & Health Equity Work Plan**
- **2024 Quality & Health Equity Program Evaluation**

These documents outline CCHP's ongoing efforts to improve access, care coordination, member satisfaction, and health outcomes, with a focused emphasis on addressing health disparities and promoting equity across all member populations.

Summary of Documents

- **2025 Quality & Health Equity Program Description**
The 2025 Program Description outlines Contra Costa Health Plan's strategy to ensure high-quality, equitable care for its Medi-Cal members. It defines the structure, oversight, and operational foundation of the Quality and Health Equity Program, including the roles of governing committees and internal departments and staff. The program is grounded in regulatory and accreditation requirements from the Department of Health Care Services (DHCS) and the National Committee for Quality Assurance (NCQA), and it reflects CCHP's commitment to continuous improvement.

The document describes how quality and health equity goals are set, how interventions are selected and tracked through the annual work plan, and how performance is measured across domains such as clinical quality, member experience, access, and health disparities. Special attention is given to identifying and addressing inequities across race, ethnicity, language, and geography, and to applying findings from the Population Needs Assessment, including specific strategies for data collection, stratification, and culturally appropriate health education.



The Program Description outlines how CCHP governs and implements its integrated approach to quality improvement, health equity, and population health. The program is anchored by a governance structure that includes the Quality Council and Equity Council, which provide oversight and direction. CCHP is actively pursuing NCQA Health Plan Accreditation and Health Equity Accreditation, and the program description reflects work aligned with both. The plan's measurement strategy includes robust data collection, reporting, and analytics across clinical quality, experience, and equity domains. A defined process guides the selection and implementation of performance improvement projects, based on impact, feasibility, and regulatory priorities. CCHP uses a population health framework that spans prevention, wellness, chronic condition management, maternal health, and health-related social needs. Patient safety is monitored through event tracking, credentialing oversight, and facility review processes. Provider collaboration is supported through peer review, feedback reports, coaching, and shared learning opportunities. The program also includes oversight of delegated entities to ensure they meet CCHP's quality and equity standards. Overall, the document establishes the foundation for advancing quality and equity across CCHP's services and populations in 2025.


- **2025 Quality & Health Equity Work Plan**

This document outlines specific, measurable goals, initiatives, and timelines designed to advance quality and equity in care delivery. It includes targeted interventions based on prior performance evaluations and emerging health equity needs and includes the individuals at CCHP responsible for the activities.

The work plan begins with the completion of the annual program documents, which includes the Annual Evaluation, Program Description, and Work Plan. These documents are reviewed by the Quality Council, which will meet monthly (at least eight times per year) to provide oversight and governance. The Equity Council, which meets quarterly, will continue implementing the work plan with attention to ensuring health equity is embedded into all aspects of CCHP's operations.

The plan also prioritizes regulatory compliance and external accreditation efforts. CCHP will complete and submit its NCQA Health Plan Accreditation materials by December 2025, aiming for re-accreditation by March 2026. Concurrently, staff will work toward NCQA Health Equity Accreditation with a submission due in August and an expected accreditation status by year-end.

Measurement and data sharing remain foundational to quality improvement efforts. By June 2025, the plan calls for the completion of Healthcare Effectiveness Data and Information Set (HEDIS) Measurement Year 2024 (MY2024) reporting, including Managed Care Accountability Sets (MCAS) and Health Equity and Quality Measure Set (HEQMS) compliance. Dashboards will be maintained and updated monthly to monitor key metrics. Targeted improvement projects will be launched for at-risk measures, and data will be shared regularly with provider groups via gap lists and performance feedback reports. HEDIS results, along with annual reports, will be incorporated into the Population Health Needs Assessment. Member and provider experience will be monitored through various surveys and feedback mechanisms. The team will analyze results from the Consumer Assessment of Healthcare Providers and Systems (CAHPS) survey, Limited English Proficiency surveys, behavioral health surveys, and grievance data, using these insights to inform population health strategies and improvement plans. In 2025, a new survey tool will be developed to evaluate the member experience with case management, while



community feedback will be solicited via the Community Advisory Committee to inform the Cultural & Linguistic Program and other key initiatives. Provider experience will also be assessed through a standardized survey and follow-up education on access and performance. Access to care will be monitored comprehensively through quarterly appointment availability surveys, telephonic access audits, and other timely access standards. Results will be compiled into an annual access report and shared with providers through an established feedback loop. CCHP will complete a comprehensive Cultural and Linguistic services report. Additionally, CCHP will maintain quarterly Population Health Monitoring Reports and complete a Long-Term Care quality report.

Performance Improvement Projects for 2025 address previously identified disparities and include efforts to increase enrollment in case management after emergency department visits for mental health and substance use, and to narrow the well-care visit gap between Black/African American and Asian children under 15 months. Additionally, we will complete the Institute for Healthcare Improvement (IHI) Child Health Equity and Behavioral Health Collaboratives and launch new interventions focused on blood lead screening and fluoride treatment.

Population Health activities for 2025 emphasize comprehensive assessment, segmentation, and engagement. The Quality team will complete a Population Needs Assessment in alignment with NCQA standards and will support Contra Costa Public Health in planning for the 2025 Community Health Needs Assessment. CCHP will strengthen screening and referral processes for new members, particularly for those with long-term services and supports (LTSS) needs, serious mental illness, and social risk factors. The implementation of electronic screenings and closed-loop referrals will improve coordination of care. To advance chronic condition management, the health plan is expanding programs for diabetes (including medically tailored meals and remote glucose monitoring), cardiovascular disease, asthma, and depression. Preventive health efforts continue through wellness education, Fecal Immunochemical Test (FIT) kit mailings, and targeted outreach.

CCHP maintains a strong focus on patient safety through structured quality auditing, medication safety initiatives, and site review oversight. All Potential Quality Issues (PQIs) and Provider Preventable Conditions (PPCs) are investigated and leveled within required timeframes, with Corrective Action Plans (CAPs) issued as needed. The plan tracks trends in over- and under-utilization, conducts audits on high-risk prescribing patterns, and promotes safe transitions of care for high-risk members. Facility Site Reviews and Medical Record Reviews ensure provider compliance with safety standards and proper documentation of care, while Hepatitis C treatment adherence and prescription access post-Emergency Department (ED) discharge are monitored to safeguard member health.

CCHP actively partners with its provider network to improve care quality and member outcomes. Engagement activities include quarterly provider trainings, newsletters, and site visits, along with structured quality meetings with major provider groups. Providers receive regular performance data via the Provider Portal, including panel reports and gap-in-care updates. The health plan supports clinical alignment through education on Clinical Practice Guidelines, Diversity, Equity and Inclusion (DEI) training, and shared decision-making tools. The new Value-Based Payment (VBP) program further incentivizes collaboration and continuous quality improvement.

- **2024 Quality & Health Equity Program Evaluation**

The Evaluation provides a comprehensive review of CCHP's quality and equity performance during 2024, analyzing successes, areas for improvement, and lessons learned. It informs the development of the 2025 Work Plan and supports ongoing quality assurance and improvement activities. The evaluation examined activities implemented throughout the year, including review of committee structures, leadership engagement, resource adequacy, performance metrics, and effectiveness of programs.

CCHP achieved strong outcomes in 2024, earning a 4.5-star rating on NCQA's Health Plan Report Card and exceeding the 90th percentile for 17 Medicaid MCAS measures, including well-child visits, maternal care, cancer screenings, and diabetes management. CCHP implemented several new initiatives, including a Value-Based Payment program, automated care management alerts using ADT feeds, and expanded data tools for providers via the CCHP Provider Portal. A maternal health redesign project led to an increase in doula services, and significant efforts were made to expand Enhanced Care Management and Community Supports.

CCHP faced challenges from a sharp increase in membership due to the Anthem Blue Cross market exit, the demands of CalAIM and DSNP implementation, and ongoing provider shortages in key specialties. Despite these barriers, the program demonstrated measurable impact. Data-driven decision-making, strong medical leadership, and robust committee structures supported improvement efforts across the organization.

The evaluation concluded that CCHP's current quality infrastructure—bolstered by the creation of the Equity Council and expanded Health Education team—remains effective and well-resourced. No major structural changes are planned for 2025. CCHP will continue building on this foundation to advance quality, access, and equity for its members.

Recommendation

It is recommended that the Joint Conference Committee review and endorse the 2025 Quality & Health Equity Program Description, 2025 Work Plan, and 2024 Quality & Health Equity Program Evaluation, supporting their submission to the Board of Supervisors for approval as consent items.

Next Steps

Following review and recommendation by the Joint Conference Committee, these documents will be submitted to the Contra Costa County Board of Supervisors for approval.