AGENDA

CALL TO ORDER

ROLL CALL

PUBLIC COMMENT

The public has the opportunity to address the VCMMCC's Human Resources/Cultural Diversity Subcommittee (HRCD) on the agenda. Persons wishing to address the HRCD should complete and submit a speaker card.

Persons wishing to address the HRCD are limited to three minutes. Comments regarding items not on the agenda must be within the subject matter jurisdiction of the subcommittee.

CONSENT ITEMS

1. Approval of Human Resources/Cultural Diversity Subcommittee Regular Minutes of April 10, 2017
   
   Staff: Clerk of the Board

   RECOMMENDATION: Approve the minutes.

FORMAL ACTION ITEMS

2. Approve 2017 Budget Investment Plan and 2018 Investment Budget
   
   Staff: Douglas Freeman, Chief Diversity Officer

   RECOMMENDATION: Approve 2017 Budget Investment Plan and 2018 Investment Budget.
CLOSED SESSION

3. PUBLIC EMPLOYEE EVALUATION
   Title: Chief Diversity Officer

COMMENTS FROM COMMITTEE MEMBERS

ADJOURNMENT

Administrative Reports relating to this agenda are available at 711 East Daily Drive, Suite #106, Camarillo, California, during normal business hours and on http://goldcoasthealthplan.org. Materials related to an agenda item submitted to the Commission after distribution of the agenda packet are available for public review during normal business hours at the office of the Clerk of the Board.

In compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, please contact (805) 437-5509. Notification for accommodation must be made by the Friday prior to the meeting by 3 p.m. to enable the Clerk of the Board to make reasonable arrangements for accessibility to this meeting.
CALL TO ORDER

Committee member Shawn Atin called the meeting to order at 5:08 p.m. in the Bell Canyon Conference Room located at Gold Coast Health Plan, 770 Paseo Camarillo, 2nd Floor, Camarillo, California.

ROLL CALL

Present: Committee members Shawn Atin and Laura Espinosa.
Absent: Committee member Antonio Alatorre.

PUBLIC COMMENT

None.

CONSENT ITEMS

1. Approval of Human Resources/Cultural Diversity Subcommittee Regular Minutes of February 13, 2017

   RECOMMENDATION: Approve the minutes.

   Committee member Espinosa moved to approve the recommendation. Committee member Atin seconded. The vote was as follows:

   AYES: Committee members Atin and Espinosa.
   NOES: None.
   ABSTAIN: None.
   ABSENT: Committee member Alatorre.

   Committee member Atin declared the motion carried.

PROCLAMATIONS AND COMMENDATIONS

2. Introduction of New Employee, Douglas Freeman, Chief Diversity Officer.
The Subcommittee welcomed new employee, Douglas Freeman, Chief Diversity Officer.

The Subcommittee requested Mr. Freeman to provide a recap with observations and recommendations to present at the next meeting scheduled for May 8, 2017.

**CLOSED SESSION**

The Subcommittee adjourned to Closed Session at 5:33 p.m. regarding the following items:

3. **PUBLIC EMPLOYEE EVALUATION**
   Title: Chief Diversity Officer

**OPEN SESSION**

The Regular Meeting reconvened at 6:32 p.m.

Joseph Ortiz, General Counsel, stated there was no reportable action.

4. **Human Resources/Cultural Diversity Subcommittee Annual Review**

   **RECOMMENDATION:** Accept and file the report.

   Mr. Ortiz gave an overview of the report and noted the following changes: 1) update the title to October 2015 – April 2017 Diversity Inclusion Review; 2) add language stating the Chief Diversity Officer will issue regular quarterly reports on page 3; and 3) in Article 3, Item 202, replace “décor portrayal of Hispanics” with “photographic portrayal of Hispanics”.

Committee member Espinosa moved to approve the recommendation with the noted changes. Committee member Atin seconded. The vote was as follows:

**AYES:** Committee members Atin and Espinosa.

**NOES:** None.

**ABSTAIN:** None.

**ABSENT:** Committee member Alatorre.

Committee member Atin declared the motion carried.

**COMMENTS FROM COMMITTEE MEMBERS**

None.

**ADJOURNMENT**

The meeting was adjourned at 6:34 p.m.
TO: Gold Coast Health Plan – Human Resources/Cultural Diversity Subcommittee

FROM: Douglas Freeman, Chief Diversity Officer

DATE: May 8, 2017

SUBJECT: 2017 Budget Investment Plan and 2018 Proposed Investment Budget

SUMMARY:

On April 10, 2017, Douglas Freeman started work as the first Ventura County Medi-Cal Managed Care Commission (VCMMC) dba Gold Coast Health Plan (GCHP) Chief Diversity Officer (CDO). The first line of business was to start the process of developing a Diversity and Inclusion Blueprint, the strategic document that would serve as the pathway for building the GCHP Diversity Initiative. In order to build the document, the CDO would need to collect data in the form of HR IT system information. Typical data includes Equal Employment Opportunity Commission representation reports and employee engagement information. The CDO is also collecting diversity-Return on Investment (d-ROI) data information, which helps to show hard-dollar value, based on demographic disparities in the workforce and member populations. In the case of GCHP, the CDO has confirmed with Supervisor Zaragoza’s team, a new model of d-ROI impact in the form of economic development by attracting diverse suppliers from outside the region to Ventura County, and hiring GCHP members to work for the diverse supplier organizations.

Finally, the CDO is engaged on a broad stakeholder interview tour, which will collect data from County leadership, the GCHP Commissioners, community leaders, and employees (chiefs, directors, managers, and frontline). However, given the timing of the conclusion of the budgetary year, June 30, 2017, this strategic plan effort will be occurring in parallel path to the investment of the 2017 CDO budget plan, along with the proposed 2018 investment budget.

The core three pillars of the Diversity & Inclusion (D&I) Framework are:

1. Compliance
2. Workforce/Workplace
3. Members/Community

Each of the 2017 budgetary line item categories (4) serve in support of the first two prioritized strategy pillars.

Each of the 2018 budgetary line items categories (4) serve in support of the three strategy pillars.
FISCAL IMPACT:

The d-ROI is estimated at four stakeholder levels (Ventura County, community, GCHP members, GCHP employees). The estimated amount is $270M over 10 years or an ROI of approximately 265 times the diversity budget investment of 2017 and 2018.

RECOMMENDATION:

Staff recommends that the Subcommittee approve the 2017 Budget Investment Plan and the 2018 Investment Budget.

CONCURRENCE:

None.

ATTACHMENTS:

Gold Coast Health Plan: D&I Blueprint Framework
Gold Coast Health Plan: D&I Blueprint Framework

May 8, 2017
Gold Coast Health Plan D&I Blueprint Framework

INCLUSIVE LEADERSHIP
Build and sustain an environment where our employees are embraced and valued for who they are so that they can reach their full potential, enabling Gold Coast to provide cost-effective, best-in-class Plan Services, to continuously improve Members’ Quality of Care.

COMPLIANCE
Establish foundational diversity policies, practices and procedures, while dramatically reducing lawsuits, grievances and investigations.

WORKFORCE/WORKPLACE
Recruit, Retain and Develop Diverse Talent by Building a Culture of Inclusion, Engagement and High Performance.

MEMBERS/COMMUNITY
Identify and Ameliorate Disparities in Care that adversely impact diverse members, while developing new models of diverse community investment.

DIVERSITY RETURN ON INVESTMENT (d-ROI)
Return on Investment and Diversity Return on Investment Defined

1. Imagine if you invested 1 dollar of APPLE stock, and you received $10 One year later. What is your Return on Investment?

2. The Formula is: (Total Return - Total Investment) / Total Investment or ($10 - $1) / $1 = $9... Nine dollars is exactly 9 Times your Total Investment

3. Diversity-ROI is the same, except dollars from a diversity initiative can actually provide hard dollar returns to an organization’s internal and external stakeholders. At GCHP we have 4 major Stakeholder Groups

- Ventura County
- Community
- Members
- Employees
# Infrastructure Foundations

## Compliance
- Code of Conduct Policy
- Diversity and Inclusion Mission Statement
- Diversity Hotline Employee Rollout
- Completion of 2017 Investigations
- Lawsuit Support
- Grievance Management
- Diversity Metrics as Major Component of All Employee Evaluations
- Diversity Dashboard: Compliance/Workforce & Workplace/Members & Community

## Workforce/Workplace
- Strategic Partnerships with Diverse Organizations for Recruitment
- Diversity Department Webpage
- New Employee Engagement and Inclusion Survey to drive Retention
- Inclusive Leadership Training to ensure effective Skills Development
- Launch of Cross-Demographic Employee Resource Group
- Executive and Middle Management Diversity Councils
- Workforce-ROI Calculator
- Grassroots Diverse “Employer of Choice” Marketing/Branding/PR

## Members/Community
- 2018 Inclusion Forum, To Be Chaired by VC CEO Mike Powers
- 2017: 6-10 City Inclusion Forum Corporate Recruitment and Conference Fundraising Tour *(To Date: $35k from $700 investment: 48.22 times ROI)*
  - Diverse Supplier Economic Development to Ventura County *(90M in Payroll deal in process, w 270M total Economic Impact to VC)*; Led by VC Supervisor Zaragoza/VC Economic Development Team
  - GCHP Member New Employment Opportunities via Diverse Supplier Hiring Fair
  - Members Quality of Care Disparity Analysis and Interventions
  - Member-ROI Calculator
**Budget Expenditures 2018 Fiscal: $560k ($300k to BBK, CDO/CDNTR. Salaries)**

<table>
<thead>
<tr>
<th>Diversity Marketing/Branding</th>
<th>Inclusive Leadership Training/Investigations 3rd Party</th>
<th>Metrics, Dashboards, Survey/Project Management, Analytics Support/Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diverse Supplier multi-month Services: app. $45k</td>
<td>Diverse Supplier multi-month app. $180k</td>
<td>Diverse Supplier multi-month app. $47k</td>
</tr>
<tr>
<td>Inclusion Forum Fundraising investment: app. $180k</td>
<td></td>
<td>Diverse Supplier multi-month app. $45k (Other: $63k)</td>
</tr>
</tbody>
</table>

* As if April 10, 2017 all expenditures and invoices will be co-signed by Gold Coast Health Plan’s CFO and CDO
Budget Expenditures 2018 Fiscal: Descriptions, Strategy Pillar Support, Investment Totals

Diversity Marketing and Branding (Supports Workforce/Workplace Primary; Member/Community Secondarily)
- Articles in local, regional and national diverse online, offline media; positioning of content in offices of all GCHP providers for long term employer of choice value-Workforce/Workplace Primary Support; Total $45k
- Management of 2018 Summer Inclusion Summit- project management, event planning, speaker coordination, PR and Marketing, Registration management for direct local investment- Member/Community Secondary support; Total $180k

3rd Party Investigations/Inclusive Leadership Training (Supports Compliance Primary and Workforce/Workplace Primary)
- Comprehensive 3rd Party reports for a number of investigations that are undertaken in fiscal 2018, primarily excess from issues discovered in fiscal 2017. Double digit investigation potential given current 2017 fiscal identified issues- Compliance, Workforce/Workplace Primary Support; Total $180k (Investigations and Training)
- Continuous Learning Model offering the first ever leadership competencies platform for entire organization. Key competencies include emotional intelligence, cultural competency, inclusive communications, inclusive relationship networking

Metrics, Dashboards, Survey/Project Management, Analytics, Other (Supports Compliance Primary and Workforce/Workplace Primary)
- Metrics and Dashboards provide a baseline for compliance, workforce/workplace and member/community activities. Based upon the baseline, performance improvement in all 3 strategic pillars may be determined. Compliance, Workforce/Workplace Primary Support; Total $47k
- Project Management is critical for serving as a foundation to offer a holistic view of all D&I activities and to ensure that all critical milestone and pathways remain on budget and on schedule. Analytics is crucial to ensure data integrity. Total $45k
Local Partners, Local Exposure, Local/Gold Coast Impact: Ventura County Diversity Recruitment Fair and Roundtable
July 2017

What is it?:
✓ Ventura County Diversity Recruitment Fair

When is it?:
✓ July 28, 2017 (proposed)

Where is it:
Crown Plaza Ventura (proposed)

Who is involved?:
✓ Gold Coast (lead) with Community Partners and Employers

How does it get done?:
✓ Turnkey operation led by City Career Fair (best diversity fair provider in America)

What’s the Cost?:
✓ 75% discount from Regular Price
FEEDBACK, DISCUSSION, NEXT STEPS