

**L.A. Care**  
HEALTH PLAN®

On the Road to  
Health Care Reform

*“We should not forget that we are still at the starting gate of health care reform, not at the finish line.”*



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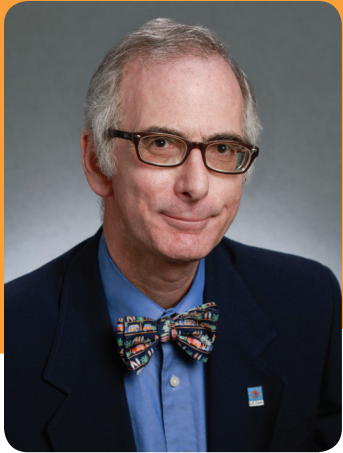
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health  
happens  
here



*“I’ve watched as L.A. Care has taken a fragmented safety net system and really worked hard to become a unifying force.”*

## Dr. Tom Horowitz

*Letter from the Board Chair*

I grew up in a medical family. My dad was the quintessential Marcus Welby type of physician. He was involved in the community, not only as a doctor but in providing community services, through volunteering with service clubs.

Personally, I embrace the concept of artist Norman Rockwell, where people took care of our community. As a doctor, I’ve always been involved in pursuing policies that will have a positive impact on our entire community of patients, beyond the individuals I treat.

Because of these sentiments, it felt like destiny when I was introduced to L.A. Care Health Plan through my former boss and mentor Dr. Bob Tranquada, with whom I worked at the L.A. County Health Services Department. Dr. Tranquada had served on the Board of Governors for the organization and asked me to take his place. Being asked by someone I respect so greatly was a huge honor to me, and I knew I had to give it a try.

I’ve been exceedingly proud of L.A. Care this past year, as I have watched the organization’s continued growth and development. The Family Resource Centers are more than just satellite offices of a large health plan – they are embedded and entrenched in the community; the Health Promoters program has evolved into an impactful education and awareness initiative for health care reform; and the Executive Community Advisory Committee and all 11 Regional Community Advisory Committees speak with a strong voice on behalf of their families, friends and neighbors in significantly underserved communities.

I’ve watched as L.A. Care has taken a fragmented safety net system and really worked hard to become a unifying force; to create a less competitive and more collegial focus on the needs of the patients and the quality of care in very diverse communities.

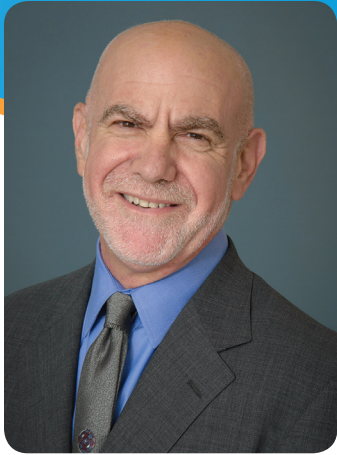
During this period of rapid change, it has been inspiring to be part of a stakeholder-run organization with top notch medical staff that understands the challenges of running medical practices that not only keep up with but stay ahead of the changes. The medical staff at L.A. Care is actually moving the ball forward to help create an improved model – a model that is patient-centered and sensitive to physician care needs, and is supported by an entire workforce of dedicated and talented L.A. Care employees.

Finally, it has been a remarkable opportunity to work with the rest of my colleagues on the L.A. Care Board of Governors. This diverse group has put aside often competing interests and focused agendas to find commonality in the mission of L.A. Care: to serve our vulnerable and low-income communities.

From the focus on patients and community, to an approach where physicians matter, I think that L.A. Care truly leads the way on the road to health care reform.

Sincerely,

Tom Horowitz, DO



*“This is the right thing, at the right time, and in the right place for improving our health care system.”*

## Howard A. Kahn

*Letter from the CEO*

**W**e are in the midst of an historic transformation of our health care system – the biggest changes since Medicare and Medicaid were established in 1965. Thanks to the Affordable Care Act (ACA), more than 1.1 million Los Angeles County residents are newly eligible for no-cost health coverage through Medi-Cal or subsidized health insurance through Covered California™. At L.A. Care, we believe that this will lead to healthier people – individuals, families, neighborhoods and communities.

Over the past year, we have been focused on preparing for the many elements of the ACA, including the expansion of Medi-Cal, the launch of Covered California and the development of Cal MediConnect. We’ve developed new programs and products; crafted new policies, systems and workflows; created new departments and hired additional staff with specialized expertise; participated in intensive readiness reviews; and expanded our community presence with two satellite websites dedicated to our L.A. Care Covered™ plan in Covered California ([www.lacarecovered.org](http://www.lacarecovered.org)) and the Cal MediConnect program ([www.calmediconnectla.org](http://www.calmediconnectla.org)).

We believe that participation in Covered California, a centerpiece of the ACA, is a natural extension of our current efforts to provide quality health coverage to Los Angeles County residents. Through our L.A. Care Covered plan, we will help thousands of people find a quality, affordable health coverage plan that is right for them. For the first time, L.A. Care will be able to serve entire families – moms, dads, kids and grandparents. We are especially focused on reaching out to the families of current L.A. Care members, and to former L.A. Care members who have aged out of Medi-Cal or another of our health care programs. For families who are living on less than \$60,000 a year for a family of four, the availability of financial help when purchasing insurance will be critical to actually getting covered. No longer will they have to choose between paying for groceries or shoes, and going to the doctor.

Also underway is the ACA’s Medi-Cal expansion, which provides a new coverage option to more low-income adults. On January 1, 2014, approximately 389,000 Angelenos became eligible for free Medi-Cal health coverage, and more than 164,000 of them transitioned to L.A. Care from the Los Angeles County Healthy Way LA program. We were prepared for these members and are uniquely qualified to serve them. With more than 1.3 million enrolled beneficiaries, more than one out of every 10 county residents is already an L.A. Care member.

With all the work done these past three years, we should remind ourselves that we are still just beginning, not finishing the process of health care reform. And, with many Los Angeles County residents remaining uninsured after 2019, L.A. Care recognizes that our efforts to support the physicians, community clinics and county public health system that serve as a critical part of our health care safety net will remain an important part of our mission.

I invite you to pause briefly with me to look back and appreciate how far we have come, and then we must continue this journey together. I truly believe that the ACA, while far from perfect, is the right thing, at the right time, and in the right place for improving our health care system. I am proud that L.A. Care is fully engaged in this work and that we are making quality health coverage available to all Los Angeles County residents.

Sincerely,

Howard A. Kahn

# L.A. CARE AT-A-GLANCE

## Membership Continues To Grow

L.A. Care experienced a healthy 14 percent membership growth in Fiscal Year 2012-2013.



## Employee Growth Increases To Serve New Members

L.A. Care experienced nearly 30 percent employee growth in Fiscal Year 2012-2013 to keep up with membership growth.



## Membership by Product Line

Product Line	September 2012	September 2013
Medi-Cal	988,792	1,150,149
Healthy Families	11,546	13*
L.A. Care's Healthy Kids	11,390	1,081**
PASC-SEIU Homecare Workers Health Care Plan	32,395	43,116
L.A. Care Health Plan Medicare Advantage (HMO SNP)	3,565	6,128

\*California began the transition of Healthy Families members to Medi-Cal in January 2013.

\*\*As of March 1, 2013, the Healthy Kids program for children ages 6-18 was discontinued. Healthy Kids now covers children from birth to age 5 only.

*"I like working at L.A. Care because I can make a difference here."*

L.A. Care Employee

## L.A. Care Prepares for Cal MediConnect

Cal MediConnect is a joint federal and state program for people with both Medicare and Medi-Cal. The program benefits seniors and people with disabilities and will combine medical, behavioral, long-term and home- and community-based services in one health plan. The goal of Cal MediConnect is to establish a coordinated and seamless system that will improve health care and help members stay longer in the comfort and security of their own homes and communities. In Los Angeles County, as many as 200,000 seniors and people with disabilities may be enrolled in the program once it is fully implemented. As of this writing, voluntary enrollment in Cal MediConnect is currently scheduled to start no sooner than April 2014.

Cal MediConnect is a part of California's Coordinated Care Initiative (CCI). The other major part of the CCI is Managed Long-Term Services and Supports (MLTSS). Under this part of the CCI, most Medi-Cal members, including those also eligible for Medicare, will be required to join a Medi-Cal health plan. They will then receive their benefits, including MLTSS and wrap-around benefits, through their health plan.

To prepare for Cal MediConnect, L.A. Care spent the year:

- Meeting with advocates, caretakers, current members and other stakeholders to develop a comprehensive and culturally sensitive program.
- Developing and refining a model of care that puts our members in the driver's seat of their health care decisions, offers a care team to members if they want one and prioritizes member choice and continuity of care.
- Working on incorporating this new population into our existing advisory board functions.
- Partnering with Neighborhood Legal Services to develop a training curriculum and preparing for at least 20 town hall sessions for community based organizations and advocates.
- Building a website, [www.calmediconnectla.org](http://www.calmediconnectla.org), and e-newsletter, L.A. Care Connections, to share news and updates about the program.
- Completing pilot milestones, including the development of new policies and processes, and completion of a mandatory on-site Readiness Review.

***“Cal MediConnect will weed out a significant amount of health care system waste and fraud. The pilot will streamline and provide higher quality patient care, while boosting reimbursement for primary care physicians. I very much look forward to participating in it.”***

Dr. Arash Lalezary, partner since 2008

# L.A. CARE AT-A-GLANCE CONTINUED

## L.A. Care Prepares for L.A. Care Covered™

L.A. Care Covered™ is one of six Qualified Health Plans chosen by Covered California™, the state's health benefit marketplace, to provide health coverage through the marketplace in Los Angeles County. L.A. Care Covered will provide its members access throughout Los Angeles County to an extensive network of doctors, specialists, hospitals, pharmacies, preventive care services and health education.

L.A. Care's participation in Covered California is in keeping with our strong support of national health care reform and is a natural extension of our current efforts to provide quality health coverage to low-income people in Los Angeles County.

To prepare for L.A. Care Covered, L.A. Care spent the year:

- Developing a provider network that spans across Los Angeles County
- Hosting Affordable Care Act (ACA) workshops across Los Angeles County in partnership with Insure the Uninsured Project, Community Clinic Association of Los Angeles County and California Community Foundation.

- Working with the Everyone on Board! campaign, a coalition of more than 30 community-based organizations and advocacy groups, community clinics and county agencies, to educate the community about health care reform and enroll community members in all health coverage programs.
- Training staff members, consumer advisory committees and health promoters to even better educate and engage the people of Los Angeles.
- Serving as an ACA resource in the community and developing culturally sensitive and linguistically appropriate materials and health education classes for potential and existing members.
- Hosting events at both of our Family Resource Centers for community members to learn more about the ACA and serve as an accessible educational resource.
- Growing digital communications, including an L.A. Care Covered™ specific website in English and Spanish, [www.lacarecovered.org](http://www.lacarecovered.org), and several social media channels.



## California Transitions Healthy Families Members to Medi-Cal

L.A. Care successfully transitioned more than 15,000 Healthy Families members to Medi-Cal as required by California. The transition, which was conducted in phases, began on January 1, 2013, and to date, most members have been transitioned. L.A. Care compared our Medi-Cal network to our Healthy Families network and determined that more than 90 percent of our members were able to keep their current doctors once they transitioned to Medi-Cal.

## L.A. Care Wins Prestigious EPA Award

In 2012, L.A. Care was the only health plan in the country to be awarded the Environmental Protection Agency's (EPA) National Environmental Leadership Award in Asthma Management. Our L.A. Care's About Asthma® program was recognized for sending nurses into homes to help identify asthma triggers and provide asthma disease management education to the whole family. This award has inspired us to further develop innovative responses that will improve the quality of life of individuals and families not only in our health plan, but in communities across the county.

## L.A. Care Honored With NCQA Multicultural Award

In 2013, L.A. Care was awarded the National Committee for Quality Assurance Multicultural Health Care Distinction. We were one of only 11 health plans in the country to receive this esteemed recognition. Demonstrating our longstanding commitment to provide high-quality care to all members – regardless of culture, ethnicity or language – L.A. Care produces member materials in 10 languages, provides face-to-face interpretation services in 50 languages annually and renders telephonic interpretation services in 180 languages each year, often in a physician or clinic setting.



# ENSURING EXCELLENT PATIENT CARE

*Our commitment to the physicians, hospitals, clinics and other health care professionals in our provider network goes beyond a typical contracted relationship. We offer several additional programs that help our providers offer the quality health care our members deserve.*

## L.A. Care's Pay-for-Performance Incentive Program Improves Member Care and Data Reporting

To encourage doctors and participating physician groups to provide the best possible care to our members, L.A. Care operates a Pay-for-Performance Incentive Program. The program provides financial rewards for outstanding performance and year-over-year improvement on multiple quality measures, such as well-child check-ups, asthma disease management and quality data reporting. From October 2012 to September 2013, L.A. Care provided nearly \$20 million in incentives to physicians, hospitals, clinics, medical groups and Plan Partners.

**11,000**  
PROVIDERS

## L.A. Care Builds Provider Network

Over the past year, our provider network has increased to more than 11,000 qualified physicians, hospitals, clinics and other health care professionals.

Physicians



Specialists



Both



Hospitals, clinics and other health care professionals



## HITEC-LA Leads the Way to Meaningful Use



Health Information Technology Extension Center for Los Angeles County, a project of L.A. Care, has helped 2,000

eligible Los Angeles County primary care physicians reach meaningful use with certified electronic health record (EHR) systems since its inception in April 2010. Physicians that meaningfully use certified EHRs can expand the capabilities of their practices, leading to improved clinical quality, lowered costs and an enhanced patient experience. The project's goal is to help 3,000 primary care physicians achieve meaningful use by the end of 2014.

## Largest eConsult Program in the Nation Successfully Reduces Patient Wait Times

To reduce patient wait times, L.A. Care invested \$1.5 million to expand a pilot program in 2011 to develop an eConsult system, a web-based physician-to-specialist consultation system that enables physicians and specialists to securely share health information, discuss patient care and make referrals. As of September 2013, the system has been used to initiate more than 41,000 electronic consultations, with more than 16% of patients having their needs addressed in their medical homes without needing specialist visits. The program is the largest rollout of its type in the nation, used by 1,948 physicians in 157 community clinic and health center sites across Los Angeles County.

## L.A. Care Salutes Our Super Stars

Committed to the Los Angeles County safety net, L.A. Care created a program, Star Partners, to acknowledge the efforts of safety net clinics and to provide support for enhancing their customer service. Star Partners participate in staff trainings and pilot programs to improve health outcomes. As of September 2013, L.A. Care has recognized 47 Star Partners, of which 24 have qualified for a \$10,000 technology incentive.



*“The eConsult system has allowed the L.A. County Department of Health Services to provide specialty assistance to over 1,300 primary care physicians practicing in both County facilities and in our many Community Partner agencies.”*

Dr. Paul Giboney, Director of Specialty Care for the Los Angeles County Department of Health Services



## IMPROVING COMMUNITY HEALTH

*At L.A. Care, we understand that it takes more than health coverage to build healthy families and communities. The \$132 million in local grants we have awarded since 2000 is one of our many initiatives to improve individual and community health.*

### Family Resource Centers: Local Centers for Health and Wellness

L.A. Care's two Family Resource Centers (FRCs), located in Lynwood and Inglewood, serve our members and extend our message of healthy living to members of the community. Since October 1, 2012, the FRCs have welcomed more than 44,461 area residents and members to free classes on nutrition, exercise, health education and diseased management. The FRCs also partner with County agencies and local nonprofit organizations to offer free flu shots and health screenings throughout the year. Some of the more popular classes, such as the Zumba dance-exercise classes, continue to be "sold out" each week. L.A. Care anticipates opening two new FRCs in 2014.

*"This center has been a blessing to me and my family. For more than a year, my grandson has attended the Family Resource Center in Inglewood. The kids' fitness class has given him the confidence to talk to other kids, make friends and get in better shape."*

Alisa Gray, grandparent of an L.A. Care Member

## L.A. Care's Commitment to Health Goes Beyond the Doctor's Office

L.A. Care has one of the most robust member advisory committee programs in the nation. The health plan members who participate in our 11 Regional Community Advisory Committees (RCACs) keep us connected to the needs of the more than 1.3 million people we serve, as well as the issues facing their neighborhoods and communities. Each year, RCAC members receive special training on a variety of health topics through our Community Health Improvement Project (CHIP). This year, RCAC members were trained on the Affordable Care Act and how it will provide improved health care and new health coverage options. RCAC members then shared their knowledge at neighborhood meetings, school events and local health fairs. The program has successfully educated more than 91,000 Los Angeles County residents since its inception in 2009. In related news, L.A. Care's Board of Governors welcomed two new members – a consumer member and a consumer advocate – who were elected by the RCAC membership. These Board members exemplify one of L.A. Care's primary tenets – that consumer members do have a voice in how their health care is administered.

## L.A. Care's Members Engage Their Local Communities with Health Education Presentations

Another opportunity for health plan members to get involved is through our L.A. Care Health Promoters Program. L.A. Care's Health Promoters receive an average of 80 hours of training on health topics relevant to their local communities. In FY 2012-2013, they presented more than 135 workshops to approximately 1,600 community members about the Affordable Care Act, access to health care, nutrition, asthma, women's health and other health related topics. Health Promoters also provided this same health and ACA education to thousands of people at 40 community health fairs, wellness expos, town hall meetings, a 5K run/walk and other events. At 20 of these events, they performed original puppet and theater shows to help inform the public about the health care reform law, and they were featured twice on *Telemundo*. L.A. Care's Health Promoters Program is a recognized model for grassroots health outreach and education efforts, and L.A. Care staff members have been invited to present on the program at regional and national conferences.



# IMPROVING COMMUNITY HEALTH

## CONTINUED

### Giving Goes Beyond Health Care

In addition to investing in improved community health, L.A. Care's Giving Back Program allows employees to support community organizations that impact lives far beyond health care. For example, employees regularly volunteer to serve food at the Union Rescue Mission in downtown Los Angeles. This year, we collected \$2,100 to buy school supplies and toiletries for Alexandria House, Lake Street Primary School and Union Rescue Mission. Employees also enjoyed participating in annual jacket and canned food drives benefiting Alexandria House and The Salvation Army.

### L.A. Care Co-hosts Affordable Care Act Workshops Across Los Angeles County

In preparation for the launch of Covered California™, L.A. Care co-hosted 10 Affordable Care Act workshops across Los Angeles County in partnership with Insure the Uninsured Project, Community Clinic Association of Los Angeles County and California Community Foundation. The goal of the informational workshops was to educate staff at community clinics and community-based organizations about the Affordable Care Act, so that they in turn could help educate as many Los Angeles County residents as possible about their new health care coverage opportunities. Two of the 10 workshops were webinars, and the recordings can be found at [www.lacare.org/hcrtoolkit](http://www.lacare.org/hcrtoolkit). More than 1,000 individuals, their organizations and constituencies benefited from the series.



*“I have enjoyed the Active Steps Program a lot. There is always a new exercise move I learn each week. I am now cooking healthier meals for my family because of what I learned from the nutritionist. Thank you for making this program available to us.”*

Enrique Cancino, Active Steps Participant

## L.A. Care's Active Steps Program Improves Community Health

Since 2011, L.A. Care's neighborhood-based Active Steps program of free exercise and nutrition workshops has become increasingly popular. The program was designed to help low-income residents overcome their local health challenges of cheap fast food options, limited safe parks and costly gym memberships. For 2013, L.A. Care partnered with the Los Angeles Unified School District's Healthy Start Program to bring Active Steps to seven elementary schools throughout Los Angeles County as a way to help modify lifestyle factors that contribute to chronic health conditions. Another four Active Steps sites included schools in the Palmdale Unified School District and Pomona Unified School District, the First Lutheran Church in Long Beach and the Jackie Robinson Center in Pasadena. The program's focus on physical activity, nutrition education and healthy food preparation was met with enthusiastic response, with 324 parents participating in the 16-week program. The workshops included nutrition and exercise instruction and activities, goal-setting, group discussions, homework, motivational mentoring and taking pre- and post-program body measurements. Altogether, participants collectively lost 589 pounds and several wellness champions were identified to continue the program's activities following the end of the workshop series.

## Thousands Receive Free Health Care Thanks to L.A. Care and Care Harbor

In keeping with our mission, L.A. Care once again supported Care Harbor/LA, an annual large-scale free clinic at the L.A. Sports Arena as the event's Presenting Sponsor. Care Harbor/LA is an L.A.-based nonprofit organization that partners with hundreds of volunteer doctors, dentists, optometrists, nurses and community members to provide free health services to uninsured people, including primary health care, vision and dental care, preventive care and health education resources. In addition to sponsoring the event and providing more than 50 employee volunteers, L.A. Care informed patients about the new health coverage options available through the Affordable Care Act. This year, Care Harbor/LA partnered with the Southside Coalition of Community Health Centers' community clinics to provide follow up care and medical homes to many of the more than 3,700 patients who received over 10,500 patient services at the four-day clinic. One patient diagnosed with a detached retina was able to have sight-saving eye surgery that very night!





## L.A. CARE PRODUCT LINES

### Medi-Cal

Medi-Cal is California's Medicaid program, which currently covers low-income adults and children living at up to 138% of the federal poverty level. In addition to offering a direct Medi-Cal line of business, L.A. Care works with three Plan Partners to provide more coverage and plan choice to Medi-Cal members: Anthem Blue Cross, Care1<sup>st</sup> Health Plan and Kaiser Permanente.

### L.A. Care Covered™

L.A. Care is proud to be among the health plans selected by the Covered California™ marketplace to offer health insurance to Los Angeles County residents. Launched October 1, 2013, L.A. Care Covered™ gives its members access to an extensive network of doctors, specialists, hospitals, pharmacies and preventive care services. L.A. Care Covered makes it easy for entire families to get the quality health coverage they need.

### L.A. Care Health Plan Medicare Advantage (HMO SNP)

In 2008, L.A. Care launched its first Medicare product, the L.A. Care Medicare Advantage (HMO SNP). This plan provides coordinated care for Los Angeles County seniors and people with disabilities who are eligible for Medicare and Medi-Cal, many of whom suffer from complex chronic health conditions.

### L.A. Care's Healthy Kids (0-5)

Sponsored by First 5 LA, Healthy Kids (0-5) offers comprehensive medical, dental and vision coverage for children ages 0-5 who do not qualify for Medi-Cal or Covered California™ and have family incomes up to 400% of the federal poverty level.

### PASC-SEIU Homecare Workers Health Care Plan

L.A. Care provides health coverage to Los Angeles County's In-Home Supportive Services (IHSS) home care workers, who enable our most vulnerable community members to remain safely in their homes by providing services such as meal preparation and personal care services.

### Healthy Families

Healthy Families is California's version of the Children's Health Insurance Plan (CHIP), which provides comprehensive health coverage to children in families who earn up to 250% of the federal poverty level. In 2012, California passed a law that transitions all Healthy Families members into the Medi-Cal program. The vast majority of Healthy Families members transitioned to Medi-Cal during this fiscal year, and the remaining members will transition in early 2014.

# FINANCIAL SUMMARY

(\$ in Millions)

	<b>FY2013</b>	<b>FY2012</b>	<b>FY2011</b>
<b>Operational Revenues</b>	\$2,692	\$1,940	\$1,339
<b>Medical Expenses</b>	2,535	1,861	1,269
<b>Administrative Expenses</b>	116	89	63
<b>Operating Income</b>	41	(10)	7
<b>Non-operating Revenue (Expenses)</b>	(5)	(1)	(2)
<b>Increase in Fund Equity</b>	37	(11)	5
<hr/>			
<b>Medical Expenses</b>	<b>94.2%</b>	<b>95.9%</b>	<b>94.8%</b>
<b>Administrative Expenses</b>	<b>4.3%</b>	<b>4.6%</b>	<b>4.7%</b>
<b>Operating Margin</b>	<b>1.5%</b>	<b>(0.5)%</b>	<b>0.5%</b>

The financial information contained in these pages was taken from the audited financial statements of L.A. Care Health Plan for the years ending September 30, 2013, 2012 and 2011.



## BOARD OF GOVERNORS

### Thomas Horowitz, DO, *Chair*

Gateways Hospital, Good Samaritan Hospital  
and St. Vincent Medical Center

*Category: Physicians*

### Thomas S. Klitzner, MD, PhD, *Vice Chair*

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Director of the Pediatric Medical Home Program, UCLA

*Category: Children's Health Care Providers*

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Senior Vice President and Chief Operating Officer  
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*Category: Private Non-Disproportionate Share Hospitals*

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President and Chief Executive Officer

Community Clinic Association of Los Angeles County

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### Jann Hamilton Lee, MHA

President and Chief Executive Officer

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*Category: Federally Qualified Health Centers*

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Chief Executive Officer, Ambulatory Care Network

Los Angeles County Department of Health Services

*Category: Los Angeles County/Department of Health Services*

### Ozzie Lopez, MPA

Strategic Partnerships

Economic & Workforce Development Department

*Category: Member Advocate*

### The Honorable Gloria Molina

Los Angeles County Board of Supervisors

*Category: Los Angeles County/Board of Supervisors*

### Hilda Perez

*Category: Member*

### Michael A. Rembis, FACHE

Chief Executive Officer

Providence Saint Joseph Medical Center

*Category: Private Disproportionate Share Hospitals*

### G. Michael Roybal, MD, MPH

Medical Director

Royal Comprehensive Health Center

*Category: Los Angeles County*

### Sheryl L. Spiller

Director

Los Angeles County Department of Public Social Services

*Category: Los Angeles County*

### Walter A. Zelman, PhD

Director, Health Sciences Program

California State University, Los Angeles

*Category: L.A. Care Health Plan*

## LEADERSHIP TEAM

### Howard A. Kahn

Chief Executive Officer

### Gertrude "Trudi" Carter, MD

Chief Medical Officer

### Barbara Cook

Chief of Human and Community Resources

### Jonathan Freedman

Chief of Strategy, Regulatory and External Affairs

### Augustavia J. Haydel, Esq.

General Counsel

### Tim Reilly

Chief Financial Officer

### Tom Schwaninger

Chief Information Officer

### John Wallace

Chief Operating Officer

## Credits

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# MISSION, VISION & VALUES

## Our Mission

To provide access to quality health care for Los Angeles County's vulnerable and low income communities and residents and to support the safety net required to achieve that purpose.

## Our Values

We are committed to the promotion of accessible, high quality health care that:

- Is accountable and responsive to the communities we serve and focuses on making a difference;
- Fosters and honors strong relationships with our health care providers and the safety net;
- Is driven by continuous improvement and innovation and aims for excellence and integrity;
- Reflects a commitment to cultural diversity and the knowledge necessary to serve our members with respect and competence;
- Empowers our members, by providing health care choices and education and by encouraging their input as partners in improving their health;
- Demonstrates L.A. Care's leadership by active engagement in community, statewide and national collaborations and initiatives aimed at improving the lives of vulnerable low income individuals and families; and
- Puts people first, recognizing the centrality of our members and the staff who serve them.

## Our Vision

A healthy community in which all have access to the health care they need.



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[www.lacare.org](http://www.lacare.org)



**L.A. Care**  
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