



FLIGHTPATH
TO 2030

L.A. Care's Strategic Plan

**Flightpath to
2030**



Mission:

L.A. Care's mission is 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.



Vision:

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



Cultural Values:

L.A. Care's team values will serve as behavioral standards to support execution of the strategic plan and operating model.



Wings of Insight



Wings of Possibility



Wings of Collaboration



Wings of Ownership



Wings of Gratitude



L.A. Care's 5-year goal is **to become a recognized leader in patient outcomes and experience**. Reaching this goal will involve two phases:

2025

2026

2027

2028

2029

2030

Years 1-3: Foundation building, developing innovative care models, scaling the impact of the processes and capabilities we've developed, and strengthening community partnerships.

Years 4-5: Transforming patient outcomes. As our plan matures, we will add to our roadmap to specifically plan for this later phase.



L.A. Care aims to be the **most efficient, accessible and responsive health plan** for under-resourced and underserved populations in Los Angeles County, delivering **industry-leading health outcomes** for its residents and communities.

This requires becoming a trusted, collaborative partner to providers, members, and community stakeholders, **committing to best-in-class execution, continuous improvement and innovation** across quality, service and access, cultivating a culture of collaboration, accountability and service, and being **trusted stewards** of health plan resources.

Six strategic (our “wings”) support the **Flightpath to 2030**



Wings of **Excellence**

Operate with excellence by powering efficient processes, delivering first-rate experiences at every touchpoint.



Wings of **Care**

Advance health through proactive, compassionate, and whole person care for every member.



Wings of **Access**

Cultivate a high-performing network that delivers seamless, timely and high-quality care.



Wings of **Service**

Make every interaction exceptional, delivering purposeful, people-centered service with care.



Wings of **Talent**

Foster growth and excellence by developing the people, leadership and culture that delivers on our mission.



Wings of **Change**

Lead transformative change to advance equity and support the safety net by championing advocacy, building strategic coalitions, and investing strategically.

Stewardship

Paramount to Flightpath to 2030's success is stewardship. We will build a culture of stewardship where every leader owns their financial, operational, and compliance impact through metrics, reporting, and value-based budgeting. Stewardship is addressed within objectives for each pillar, to establish L.A. Care as one of the most sustainable health plans in California. Each pillar has at least one objective related to the stewardship concepts outlined below. In each pillar, look for an "*" to see the objective that supports stewardship.

To achieve stewardship, we will

- improve risk adjustment and appropriate reimbursement
- improve compliance operations and audit readiness
- focus on fraud, waste, and abuse
- address cost containment
- pursue value-based care
- align contracts with outcomes
- preserve enrollment across all lines of business and position for growth
- establish a culture of financial stewardship across the organization
- advocate for better rates
- have productivity, compliance and administrative cost management related metrics



EXCELLENCE



CARE



ACCESS



SERVICE



TALENT



CHANGE

Stewardship

Build a culture of stewardship where every leader owns their financial, operational, and compliance impact through metrics, reporting, and value-based budgeting



WINGS OF EXCELLENCE

Operate with excellence by powering efficient processes, delivering first-rate experiences at every touchpoint.



Objectives for Wings of Excellence are focused on improving our health plan operations:

- 1.0 Lay the groundwork to improve how core operations work by focusing on people, processes, and technology.
- 1.1 Improve the way we process claims to ensure payments are consistently accurate and timely.*
- 1.2 Make prior authorization steps easier for members and providers to get care approvals.
- 1.3 Reduce common problems in appeals and grievances by fixing root causes.
- 1.4 Improve how we collect and use encounter data to support provider payments and quality programs.*
- 1.5 Create and use better data tools to help leaders make smart decisions.
- 1.6 Ensure readiness for audits by improving compliance and oversight.*
- 1.7 Track our spending on vendors and partners and hold them accountable for excellent performance.*

* indicates stewardship objectives

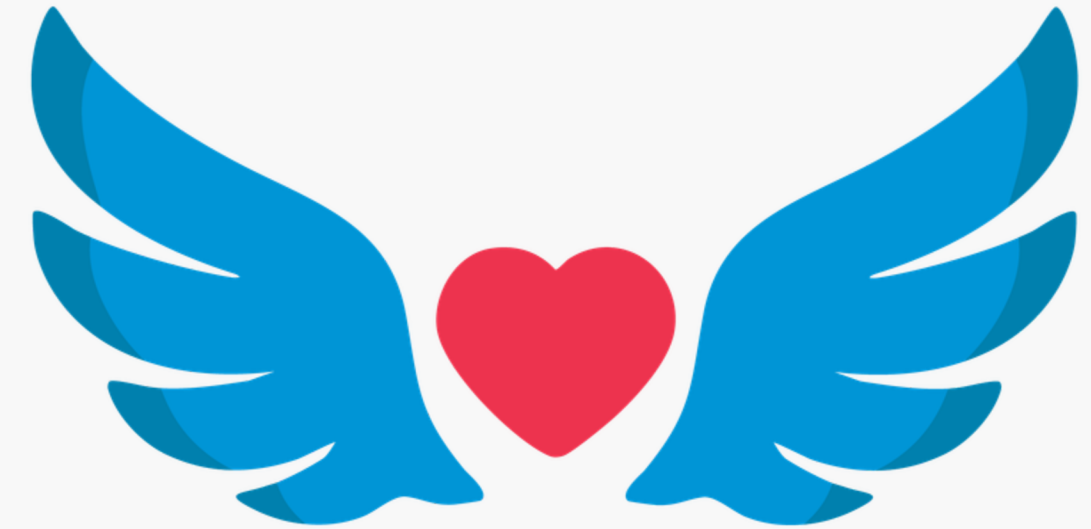
By the end of Flightpath to 2030, we will use advanced tools, including artificial intelligence, to streamline and automate core functions. Staff will have fewer handoffs or rework, and will be equipped with better data to support their work. Compliance will be key, and provider and members will be happier with L.A. Care.





WINGS OF CARE

Advance health through proactive, compassionate, and equitable whole person care for every member.



Objectives for Wings of Care are aimed at creating a strong framework and delivery system for Population Health Management:

- 2.1 Bring our population health efforts into one strategy, tying the whole company together with a clear plan for action.
- 2.2 Develop our data and analytics so we can better understand our members, anticipate their needs, and find effective solutions.
- 2.3 Deliver whole-person programs designed around our members' diverse needs, coordinated across their entire care journey.
- 2.4 Engage members, enable providers, and align County and City resources to deliver a single, holistic, evidence-based plan of care.*
- 2.5 Optimize the work of our delegates and support the direct network to advance quality, access, equity, and member experience, while lowering the total cost of care.*

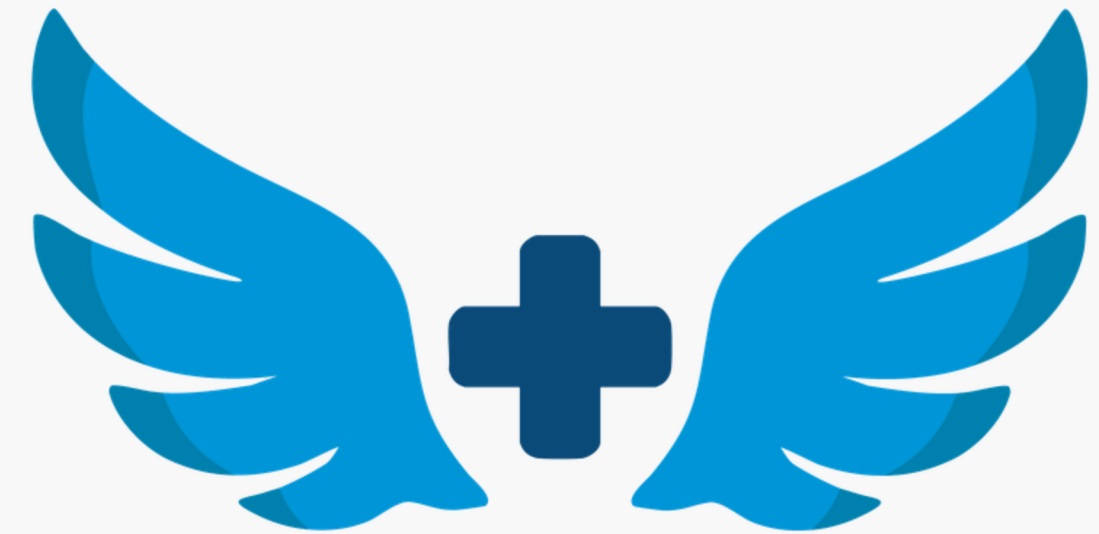
* indicates stewardship objectives

By the end of Flightpath to 2030, our population health strategy will be more integrated, more equitable, and more effective for the communities we serve. L.A. Care will have a matured, integrated population health management infrastructure, including governance, data management, and public health partnerships, to better identify population cohorts and assess their evolving needs.





Cultivate a high-performing network that delivers seamless, timely, and high-quality care.



Objectives for Wings of Access are geared towards improving our provider network:

- 3.1 Further the LASSO initiative by helping members and providers find the best and most cost-effective care options and locations.*
- 3.2 Enhance provider satisfaction and collaboration by equipping provider-facing teams with better tools and training.
- 3.3 Set clear rules for work division between L.A. Care and our partners to improve efficiency, reduce confusion, and support accountability.
- 3.4 Restructure provider contracts to align payment with risk, reward providers who deliver excellent care and service, and terminate contracts with low-performing provider groups.*
- 3.5 Improve technology, to reduce administrative burdens and enhance provider satisfaction.
- 3.6 Refine and standardize the services L.A. Care pays for directly and clarify roles between L.A. Care and partners to reduce provider friction, improve consistency, and lower the overall cost of care.

* indicates stewardship objectives

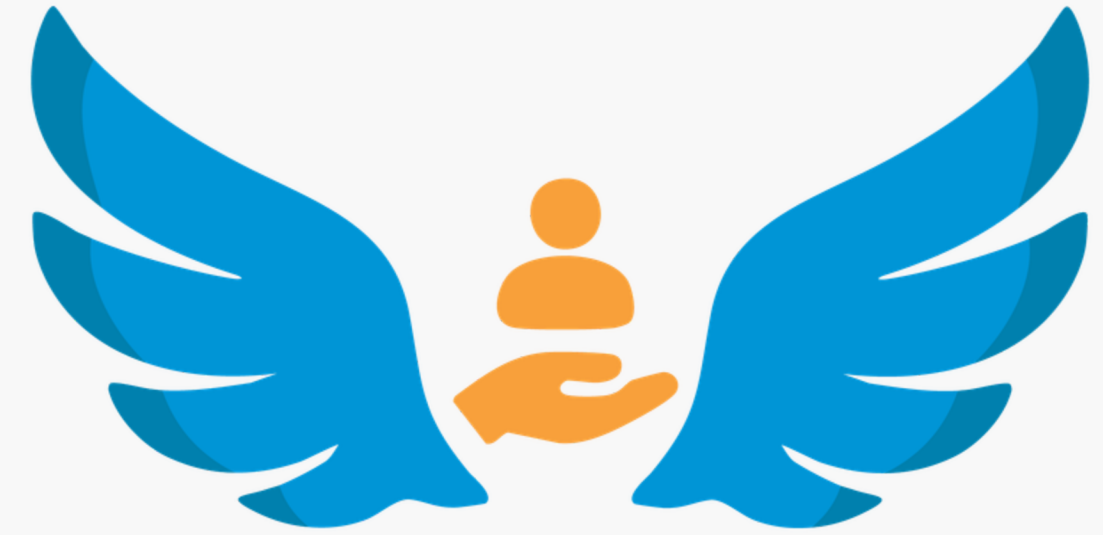
By the end of Flightpath to 2030, we will have a redesigned team structure for provider network management to support real-time network analytics, proactive care coordination, and better outcomes from our network providers. L.A. Care will have a high-performing, fiscally sustainable, and well-balanced network of directly contracted and delegated provider groups.





WINGS OF SERVICE

Make every interaction exceptional, delivering purposeful, people-centered service with care.



Objectives for Wings of Service are focused on developing Customer Services for members and providers:

- 4.1 Make it easy for members and providers to join and get started with L.A. Care.
- 4.2 Use feedback to improve how we serve members and providers.
- 4.3 Build a culture where great service is expected and rewarded.
- 4.4 Empower customers to actively manage their needs by offering help through phone, in-person, mail, and digital tools.*
- 4.5 Use data to find problems impacting members and providers early and fix them quickly.*
- 4.6 Reach out to members at risk of losing coverage and help them stay enrolled.*

* indicates stewardship objectives

By the end of Flightpath to 2030, we will have advanced tools and technology to understand how members and providers are feeling, predict potential service problems, and respond before they occur. Member and provider support hubs will offer expanded services, including help with care navigation, access to community resources, and easy handling of day-to-day inquiries and requests.





WINGS OF TALENT

Foster growth and excellence by developing the people, leadership, and culture that delivers on our mission.



Objectives for Wings of Talent will improve L.A. Care's culture and employee engagement:

- 5.1 Align our teams and structure to support our strategic goals, ensuring we have the right roles and people to deliver results.
- 5.2 Structure a Performance Management System that fosters ownership, competencies, financial stewardship, with emphasis and focus on results.*
- 5.3 Integrate the Talent Management System to attract, retain, and develop the right people to build and lead high-performing teams.
- 5.4 Implement a Rewards and Recognition Program to foster ownership, quality decision-making, and collaboration, ensuring best in class service to our members, providers and employees.
- 5.5 Upskill the workforce to build AI literacy, strengthen process excellence, and cultivate creativity—empowering employees to adopt technology and lead innovation as a future-ready workforce.
- 5.6 Create a hybrid work culture with spaces and tools that support collaboration.

* indicates Stewardship objectives

By the end of Flightpath to 2030, we will have a cohesive culture at L.A. Care, supported by performance and rewards programs that engage our staff and support our mission and strategy. We will have better use of technology to empower employees and increase collaboration across the organization.





WINGS OF CHANGE

Lead transformative change to advance equity and support the safety net by championing advocacy, building strategic coalitions, and investing strategically.



Objectives for Wings of Change includes advocacy and strategic investments to improve health care and support members and providers:

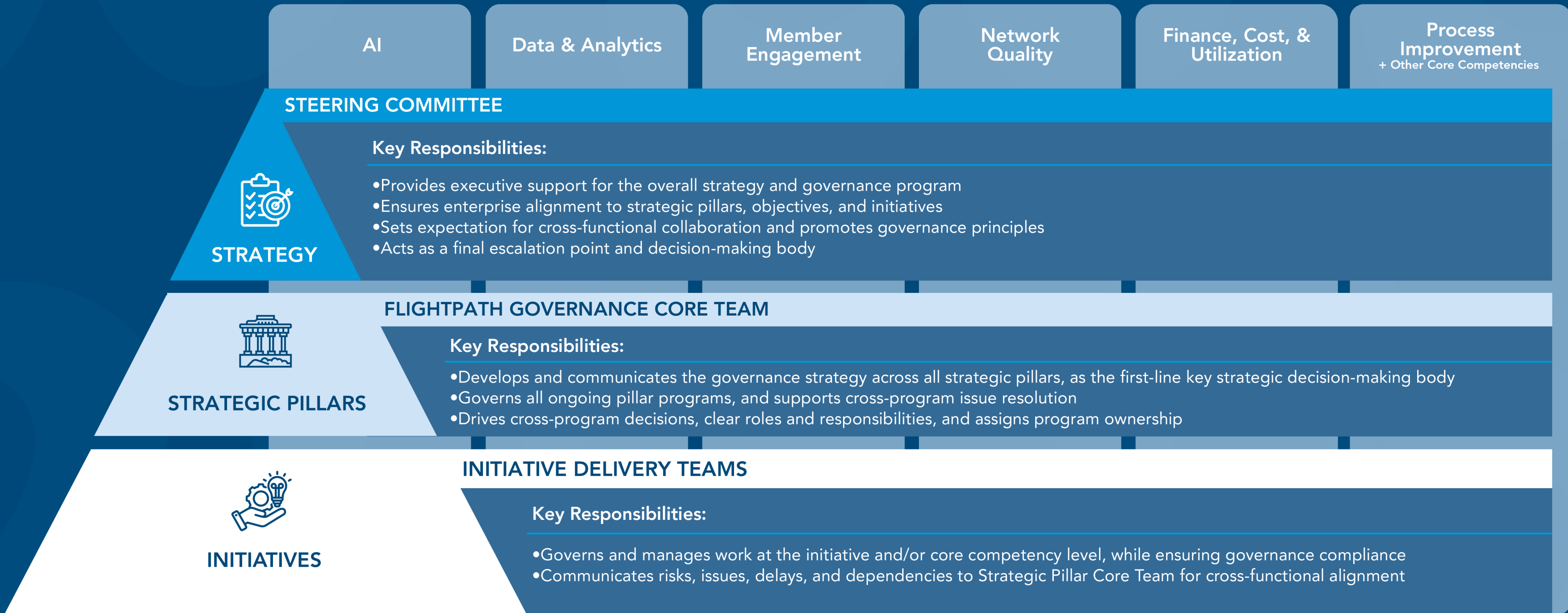
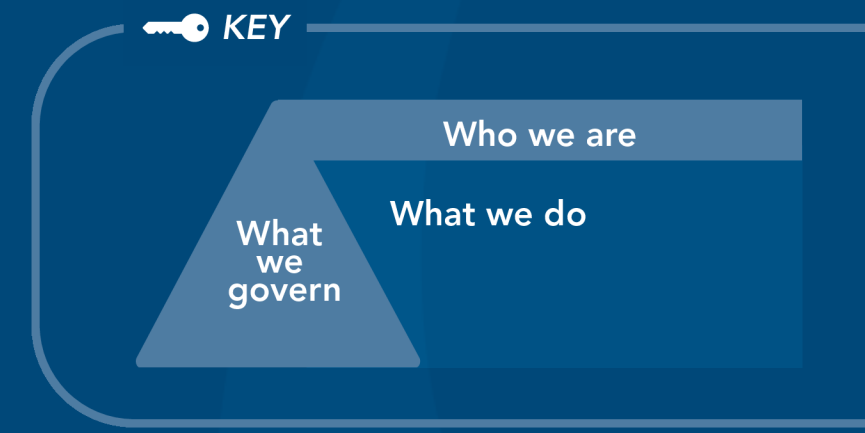
- 6.1 Lead efforts to make referrals faster and easier by standardizing and improving systems that comply with interoperability rules.
- 6.2 Invest in growing and developing the health care workforce to improve access to high-quality, cost-effective care.
- 6.3 Advocate for coverage for all residents, regardless of immigration status.*
- 6.4 Invest in innovations like team-based care, virtual care, and safe use of AI to improve care.
- 6.5 Advocate for 1115 Waiver program design that support cost-effective whole person care in a manner that minimizes unnecessary administrative burden.
- 6.6 Advocate for funding and policy reforms that make care more affordable, easier to deliver, and support health plan and safety net provider sustainability.*
- 6.7 Invest in efforts that advance health equity and address emerging mental health and other health care needs for seniors, people with disabilities, youth, and other vulnerable populations.

* indicates Stewardship objectives

By the end of Flightpath to 2030, we will have policy victories across the county, and we will see measurable gains in coverage, affordability, and administrative simplification.

Implementation and Governance

Flightpath to 2030 provides structure and will be responsive to changing times and pressures that we must proactively address for each of our product lines. We have a streamlined governance process to enable accountability and clear decision-making as we move forward. Through the governance structure, we will prioritize efforts, monitor progress, and report Key Performance Indicators for each pillar.





L.A. Care
HEALTH PLAN®

About Us

L.A. Care Health Plan is the largest health plan in Los Angeles County serving more than one of every four Angelenos. It is also the largest publicly operated plan in the country. L.A. Care offers four health coverage plans including Medi-Cal, L.A. Care Covered™, L.A. Care Medicare Plus and the PASC-SEIU Homecare Workers Health Care Plan, all dedicated to being accountable and responsive to members. As a public entity, L.A. Care's mission is to provide access to quality health care for L.A. County's low-income communities, and to support the safety net required to achieve that purpose. L.A. Care prioritizes quality, access and inclusion, elevating health care for all of L.A. County.