



January 30, 2024

Re: Signature Request to Approve the Revised Ventura County Community Health Improvement Collaborative (VCCHIC) Governance Charter

Dear VCCHIC leadership representative,

The VCCHIC Steering Committee, of which your organization is a member, has been diligently revising the Governance Charter to incorporate updates that align better with the current state and objectives of VCCHIC. We are pleased to present a revised VCCHIC Governance Charter for your review and approval. Below is a summary of the additions made to the charter.

- 1. VCCHIC Membership, Page 3:** Identifies the relevant and diverse organization categories that comprise the 'Steering Committee,' including a table that specifically names each organization.
- 2. Steering Committee, Page 3** (formerly Founding Member Leadership Group): Formalizes the leadership role of the VCCHIC founding members. The name 'Steering Committee' has been proposed to capture the advisory and decision-making role of the founding member leadership. It proposes a set of guidelines to clarify its roles and responsibilities.
- 3. Backbone Organization, Page 7:** Formalizes the role of Communities Lifting Communities (CLC) as the backbone organization and clarifies roles and responsibilities.
- 4. CACHI Grant, Page 8:** Includes language about the California Accountable Communities for Health Initiative (CACHI) grant, in partnership with CLC as the backbone organization, highlighting that it builds on VCCHIC's existing work to implement the CHIS and highlights the principles of Accountable Communities for Health.
- 5. Community-Driven Governance Structure, Page 8:** Integrates the community voice into the charter, per CACHI guidelines, and accountability for adequate representation of those populations that VCCHIC aims to serve.
- 6. Community-Driven Governance Structure Graphic, Page 9:** A diagram demonstrating the relationship between the backbone organization, VCCHIC and its core functions, and the steering committee.
- 7. Conflict of Interest Policy, Page 10:** Defines how the Steering Committee will address conflicts of interest.

Please review the document carefully to ensure it aligns with your expectations and goals for VCCHIC. Your signature on Page 11 will demonstrate your support for and commitment to the revised charter and its objectives. If you have any questions or concerns regarding the charter, please contact me at (562) 201-8871 or ddiaz@hasc.org.

Sincerely,

Dominique Diaz

Dominique Diaz,
Program Manager, VCCHIC
Communities Lifting Communities (CLC)



VENTURA COUNTY
COMMUNITY HEALTH
IMPROVEMENT COLLABORATIVE

Ventura County Community Health Improvement Collaborative (VCCHIC)

Governance Charter

Revised: December 2023



VENTURA COUNTY
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VENTURA COUNTY COMMUNITY HEALTH IMPROVEMENT COLLABORATIVE

I. VCCHIC Shared Purpose

The mission of the Ventura County Community Health Improvement Collaborative (VCCHIC) is to build partnerships to improve population health outcomes in Ventura County. These partnerships are necessary to accomplish the shared vision of working collaboratively to develop strategies based on the identified health priorities from the community health needs assessment. This will result in a collective approach to community building and organizing for health.

II. VCCHIC Membership

The VCCHIC membership refers to the broader group comprising the Ventura County Community Health Improvement Collaborative, which represents local organizations and projects serving underserved populations within Ventura County. VCCHIC membership includes nonprofit organizations, faith-based organizations, local government agencies including behavioral health and public health, businesses, advocacy partners (e.g., through the Hospital Association of Southern California (HASC) and California Hospital Association (CHA), school districts, social service providers, hospitals, community clinics, universities, law enforcement, and organizations that serve veterans and individuals experiencing homelessness.

All agencies, organizations, and individuals attending VCCHIC meetings and others requesting to become members shall be deemed members of the VCCHIC. Members will be encouraged to participate in VCCHIC activities and bi-monthly VCCHIC meetings.

III. VCCHIC Steering Committee

Steering Committee

The Steering Committee serves as the core leadership and governing body for the VCCHIC, provides expertise and guidance, and has final decision-making authority over the design, implementation, evaluation, and sustainability of the VCCHIC. It is a multi-sector governing body comprised of subject matter experts from sectors critical to the success of the VCCHIC and its initiatives.

A. Chair and Co-Chair Responsibilities

Chair Responsibilities

- Commitment to serve a minimum of 12 months
- Collaborate and engage with VCCHIC Program Manager to set priorities and strategic direction
- Facilitate and preside over VCCHIC meetings, including Steering Committee meetings
- Serve as the primary point of contact for the VCCHIC Program Manager to set short- and long-term strategies, identify and discuss areas of success and concern, and address quality improvement issues with program operations



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Co-Chair Responsibilities

- Commitment to serve a minimum of 12 months
- Fill in if the Chair is absent
- Attend Steering Committee meetings
- Lead special initiatives as requested by the Chair
- Serve as the primary point of contact for the Program Manager if the Chair is not available

B. Steering Committee Responsibilities & Expectations

Steering Committee Responsibilities

- Facilitate data sharing and communication on social needs and health outcomes to improve community health and well-being.
- Participate in developing a joint Community Health Needs Assessment (CHNA) and joint Community Health Implementation Strategy (CHIS) every three years. The next collaborative CHNA assessment is to be published in 2025. It will be published every three years or as per Internal Revenue Service (IRS), the Health Resources and Services Administration's (HRSA) Health Center Compliance Manual, Section 330 of the Public Health Service Act, the Mental Health Services Act (MHSA) and Public Health Accreditation Board (PHAB) requirements.
- Work with other VCCHIC members and community partners to support priority action items as identified in the CHIS. Participate in an annual VCCHIC report on work performed and progress on Implementation Strategy priorities.
- Support health advocacy, education, prevention, and partnerships that achieve health equity for medically underserved and vulnerable populations.

Steering Committee Expectations

- **Decision Making:** All VCCHIC business shall be conducted based on the philosophy of mutual respect, and the VCCHIC will use consensus decision-making.
- **Independence:** VCCHIC members will avoid any situation that could cause even the appearance of a conflict of interest. VCCHIC members will disclose any actual or potential conflicts of interest to the VCCHIC Chair.
- **Confidentiality:** VCCHIC members shall safeguard the confidentiality of personal health information data. Data provided as part of the CHNA process or during CHIS implementation shall be in an aggregate form where possible. Personal health information data shall be shared and used per the Health Insurance Portability and Accountability Act (HIPAA) requirements and related laws and regulations when necessary.
- **Active Participation:** Members will attend and participate in all VCCHIC meetings. Members are expected to review materials distributed before the meeting so they can thoughtfully contribute to the decision-making process.
 - o Meet monthly, or a minimum of ten (10) times per calendar year
 - o Provide programmatic, strategic, and financial oversight for the VCCHIC and CACHI



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- Present recommendations to the Chair
- Set strategic priorities for the VCCHIC
- Review and approve financials
- Monitor and approve fund development plans
- Develop and oversee succession planning for the Chair
- Support efforts to elevate the community voice and build community support for VCCHIC
- Liaison with the Program Manager/backbone organization as needed in support of the program
- Liaison with Funders as needed in support of the program

C. Qualities of Steering Committee Members

- Strong collaborator with a passion and desire to improve health in Ventura County
- Expert in their field, including community health, health care, public health, or related field
- Has a decision-making role or the capability to engage leadership at the organization they work in for decisions
- Engages in collaborative efforts across Ventura County
- Represents an organization based in Ventura County or has dedicated services/locations in Ventura County
- Understands the data behind community health needs and demographics of the populations served
- Organization is relevant to helping achieve CHIS goals
- Has worked in Ventura County for a minimum of 3 years (suggested minimum)
- Will identify an alternate representative from the organization they work for who will, at a minimum, attend the bi-monthly VCCHIC meetings so they are familiar with the work

D. Steering Committee Member Organizations

To balance vital perspectives and ensure community participation, the Steering Committee includes nine (9) voting members, with a Chair and a Co-Chair as internally elected positions within the committee.

- Adventist Health Simi Valley
- Camarillo Health Care District
- Clinicas del Camino Real
- Community Memorial Health System
- Dignity Health
- Gold Coast Health Plan
- Ventura County Behavioral Health
- Ventura County Public Health Department
- Ventura County Community Health Center



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The VCCHIC and its Steering Committee will seek additional partners and other representatives, including community residents from affected populations that the VCCHIC aims to serve. VCCHIC is committed to a leadership team that includes community residents with an explicit role, which ensures effective decision-making and accountability to partners and the community within the broader VCCHIC membership and CHIS workgroups as appropriate.

Table 1: Steering Committee Membership Chart

VCCHIC Steering Committee Membership	
Membership Category	Member Name
Hospital 1	Community Memorial Health System
Hospital 2	Adventist Health Simi Valley
Hospital 3	Dignity Health
County Government Agency	Ventura County Public Health Department
County Government Agency	Ventura County Behavioral Health
Health Plan	Gold Coast Health Plan
Community Health Centers	Clinicas del Camino Real
Community Health Centers	Ventura County Community Health Center
State Government Agency/CBO	Camarillo Health Care District
<i>CBO 1</i>	<i>[Currently under recruitment]</i>
<i>CBO 2</i>	<i>[Currently under recruitment]</i>
<i>Community Resident 1</i>	<i>[Currently under recruitment]</i>
<i>Community Resident 2</i>	<i>[Currently under recruitment]</i>
<i>Foundation</i>	<i>[Currently under recruitment]</i>

E. VCCHIC Supporting Members

Any hospital, healthcare provider, health system, or community partner interested in collaborating to improve population health may participate in the meetings as a non-voting supporting member.



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Expectations for VCCHIC Supporting Members

- Participate in developing a joint Community Health Needs Assessment (CHNA), and joint Community Health Implementation Strategy (CHIS) every three years and published.
- Work with other VCCHIC members and community partners to support priority action items as identified in the CHIS. Participate in an annual VCCHIC report on work performed and progress on Implementation Strategy priorities.
- Support health advocacy, education, prevention, and partnerships that achieve health equity for medically underserved and vulnerable populations.

IV. VCCHIC Backbone Organization

The purpose of the backbone is to serve as an independent, dedicated organization staffing the support of key functions for the sustained operation of the collaborative and its initiatives.

Communities Lifting Communities (CLC) serves as the backbone organization for the VCCHIC collaborative, developing a sustainable collaborative structure of the VCCHIC members and community partnerships for the long-term implementation of population health strategies from the Collaborative Community Health Needs Assessment (CHNA) and Community Health Implementation Strategy (CHIS). CLC will serve as the backbone of a collective impact partnership with hospitals, local health departments, community clinics, Medi-Cal Managed Care plan, and community benefit organizations, supporting cross-sectoral operations and aligned funding streams.

Backbone Organization Key staffing roles include:

- President / Director of Health Equity Programs and Operations
- VCCHIC Program Manager
- VCCHIC Program Coordinator

Backbone Organization Key Functions

1. *Guides Vision and Strategy:* The backbone team collaborates with the Steering Committee to provide data, prioritize opportunities for action, and adapt to changing contexts and systems in the overall vision and strategy of CHNA and CHIS efforts. The backbone prioritizes equity in its efforts to guide the vision and strategy, thereby ensuring that the Steering Committee and working group members keep equity at the center of their strategies and actions.
2. *Supports Aligned Activities:* The backbone facilitates dialogue between partners, provides direct support for the Steering Committee and working group meetings as needed, and generally helps to coordinate the actions across the effort.
3. *Cultivates Community Engagement and Ownership:* The backbone cultivates broad relationships throughout the community in coordination with the Steering Committee and working group members, seeking to build an inclusive effort that authentically engages and fosters ownership within the community over the long term.
4. *Advances Policy:* As the collective impact effort matures, the backbone often supports a policy agenda that impacts large systems and institutions supporting the effort's overall goal.



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5. *Mobilizes Resources:* The backbone plays a key role in developing resources for the initiative's sustainability, including fund development, fundraising for the backbone itself, and recruiting volunteers or other non-monetary support. Backbone staff can also coordinate or support the fundraising efforts of members of the collaborative.
6. *Maintains and Sustains Financials:* The backbone is responsible for receiving and administrating funds (e.g., cost-sharing contributions, Wellness Fund administration) on behalf of the Steering Committee members that participating organizations will use to support the implementation of the CHNA and CHIS. Provides financial oversight by maintaining an accounting of earned and expended funds; develops a sustainability strategy with identified funding streams; provides financial reporting to the VCCHIC Steering Committee, as needed per the terms of the agreement.
7. *Reports and Evaluations:* Provides quarterly program, fiscal, and evaluation reports and consolidated plans to update the Steering Committee on program progress and outcomes.

V. California Accountable Communities for Health Initiative (CACHI) Grant

In partnership with CLC as the backbone organization, VCCHIC received a grant to participate in the California Accountable Communities for Health Initiative (CACHI). VCCHIC will build on its existing work to implement the current CHIS and make considerable progress in creating the Ventura County Accountable Community for Health (ACH).

ACHs rely on three core principles to marshal the collective action and transformational system changes that lead to healthier, stronger, more equitable communities: Centering community voice, multi-sector engagement, and aligning systems and priorities.

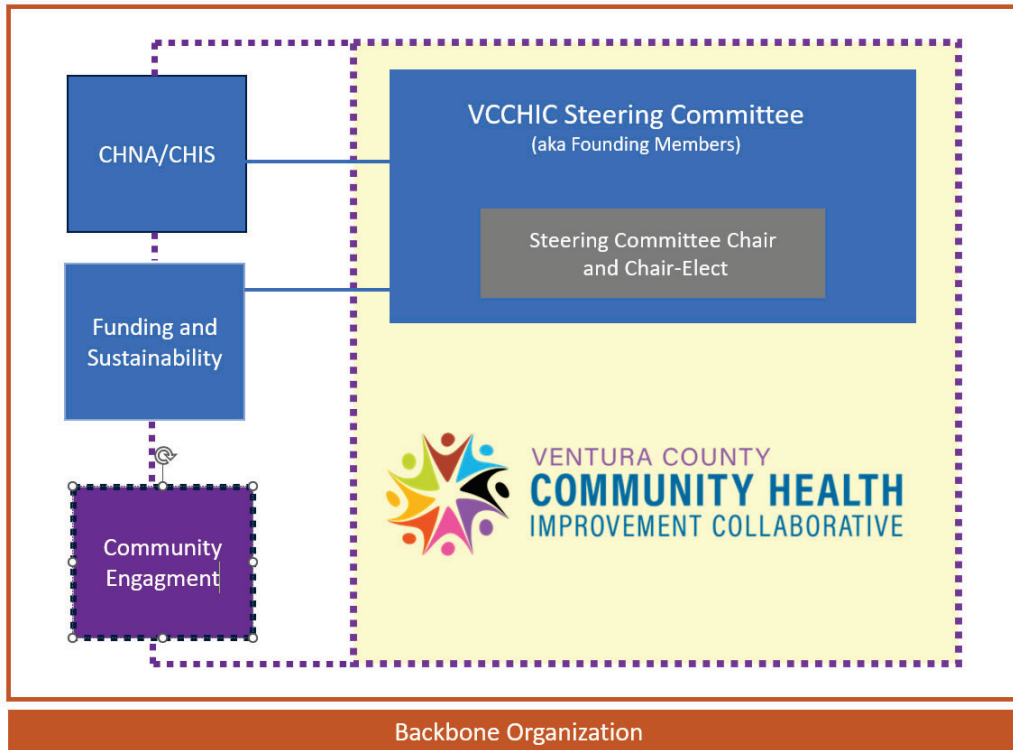
VI. Community-Driven Governance Structure

The VCCHIC and its Steering Committee hold themselves accountable for creating a decision-making structure that primarily places representative community residents at the center of the leadership's decisions to make a meaningful difference for the populations it aims to serve.

The Community-Driven Governance Structure differs from other governance structure models most significantly in its expectation that the VCCHIC leadership is committed to engaging the community and incorporating community resident voices in its decision-making as a primary focus. The Steering Committee's actions and decisions flow from the community's expectations and input, ensuring that decisions are aligned with the reality of the community's needs.



Table 2: VCCHIC Community-Driven Governance Structure



VII. General Provisions

- Each member of the VCCHIC is responsible for ensuring its compliance with all state and federal laws, rules, regulations, and policies, including, but not limited to, the final IRS ruling on community benefit, SB562 (The Healthy California Act), Section 330 of the Public Health Service Act, the Health Resources and Services Administration Health
- Center Program Compliance Manual and the PHAB standards regarding CHNA and the CHIS.
- Each member of the VCCHIC is responsible for ensuring that its community benefit funding is aligned with identified CHNA health priorities and the CHIS.



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VIII. Conflict of Interest Policy

The proper governance of Ventura County Community Health Improvement Collaborative (VCCHIC) depends upon members who give their time for the benefit of their community. The giving of this service, because of the varied interests and backgrounds of the members, may result in situations involving a dual interest that might be interpreted as a conflict of interest. This service should not be rendered impossible solely because of duality or conflicts of interest. Nevertheless, this service requires loyalty and fidelity to the VCCHIC, the members' responsibility to govern the VCCHIC's affairs honestly and economically, exercising their best care, skill, and judgment for the benefit of the collaborative.

The reality is that stakeholders are often direct competitors. If left unaddressed, the appearance of a conflict of interest can inhibit the sharing of data and information about business practices. However, these conflicts can often be set aside if stakeholders understand that greater opportunities exist to be realized.



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IX. Founding Member (Steering Committee) Signature Page

This charter was written by the founding members listed on page 5 and approved by the leadership representative designated for each organization.

VCCHIC Leadership Representative:	Signature and Date:
Gagan Pawar, MD, Chief Executive Officer Clinicas del Camino Real, Inc.	DocuSigned by: <i>Gagan Pawar, MD</i> /2024 C0690AED5E4B4D4...
George West, Market Vice President Mission Integration Dignity/Southern California Division, South	DocuSigned by: <i>G. E. West</i> 2/12/2024 22018540F07B401...
Jennifer Swenson, President Adventist Health Simi Valley	DocuSigned by: <i>Jennifer Swenson</i> /2024 A77E39C7759243F...
Kara Ralston, Chief Executive Officer Camarillo Health Care District	DocuSigned by: <i>Kara Ralston</i> 2/12/2024 ED27613B01374D5...
Pauline Preciado, Executive Director, Population Health & Equity Gold Coast Health Plan	DocuSigned by: <i>Pauline Preciado</i> 1/31/2024 185EACF12ECA43C...
Rigoberto Vargas, Director Ventura County Public Health	DocuSigned by: <i>Rigoberto Vargas</i> /31/2024 A8E131BBECBC4A2...
Theresa Cho, Ambulatory Care Administrator Ventura County Health Care Agency Community Health Center	DocuSigned by: <i>Theresa Cho</i> L/30/2024 10CF29203FAA446...
Dr. Loretta L. Denering, DrPH, MS, Acting Director Ventura County Behavioral Health	DocuSigned by: <i>Loretta Denering</i> '31/2024 7F771131546A4CF...
Kristine Supple, PA-C, MPH, Associate Vice President of Care Coordination Community Memorial Health System	DocuSigned by: <i>Kristine Supple</i> 1/31/2024 38C57B71D3694B6...