

BETH C. DRAIN, CA CSR NO. 7152

BEFORE THE
GOVERNANCE SUBCOMMITTEE OF THE
INDEPENDENT CITIZENS' OVERSIGHT COMMITTEE
TO THE
CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE
ORGANIZED PURSUANT TO THE
CALIFORNIA STEM CELL RESEARCH AND CURES ACT
REGULAR MEETING

LOCATION: VIA ZOOM

DATE: FEBRUARY 12, 2024
1 P.M.

REPORTER: BETH C. DRAIN, CA CSR
CSR. NO. 7152

FILE NO.: 2024-10

I N D E X

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2. ROLL CALL	4
3. DISCUSSION OF MANAGEMENT'S RESPONSE TO THE PERFORMANCE AUDIT	4
4. DISCUSSION OF ICOC CHAIR/VICE-CHAIR REVIEW: PROCEDURES, JOB DESCRIPTIONS, AND SURVEY QUESTIONS CHAIR JOB DESCRIPTION VICE-CHAIR JOB DESCRIPTION CHAIR SURVEY QUESTIONS VICE-CHAIR SURVEY QUESTIONS	24
5. PUBLIC COMMENT	NONE
6. ADJOURNMENT	60

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FEBRUARY 12, 2024; 1 P.M.

CHAIRPERSON GASSON: MAYBE WE SHOULD GET
STARTED. START THE RECORDING. WELCOME ALL THE
MEMBERS OF THE GOVERNANCE SUBCOMMITTEE AND ALSO TO
SUSAN WHITE, OUR CONSULTANT, FOR BEING WITH US HERE
TODAY. I THINK WE CAN BEGIN BY CALLING THE ROLL
PLEASE.

MR. TOCHER: KIM BARRETT.

DR. BARRETT: PRESENT.

MR. TOCHER: DAN BERNAL. GEORGE
BLUMENTHAL.

DR. BLUMENTHAL: HERE.

MR. TOCHER: MARIA BONNEVILLE.

VICE CHAIR BONNEVILLE: PRESENT.

MR. TOCHER: ANNE-MARIE DULIEGE. ELENA
FLOWERS.

DR. FLOWERS: PRESENT.

MR. TOCHER: JUDY GASSON.

CHAIRPERSON GASSON: HERE.

MR. TOCHER: VITO IMBASCIANI.

CHAIRMAN IMBASCIANI: HERE.

MR. TOCHER: STEPHEN JUELGAARD.

DR. JUELGAARD: PRESENT.

MR. TOCHER: PAT LEVITT.

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1 DR. LEVITT: PRESENT.

2 MR. TOCHER: LINDA MALKAS. AND ADRIANA
3 PADILLA. ADRIANA SHOULD BE JOINING MOMENTARILY.

4 CHAIRPERSON GASSON: GREAT. OKAY. SO THE
5 FIRST MATTER ON OUR AGENDA IS THE DISCUSSION OF
6 MANAGEMENT'S RESPONSE TO THE PERFORMANCE AUDIT
7 PRESENTATION. AND I BELIEVE RAFAEL IS GOING TO GIVE
8 THAT PRESENTATION.

9 MR. AGUIRRE-SACASA: THAT'S RIGHT. THANK
10 YOU.

11 AGAIN, MY NAME IS RAFAEL AGUIRRE-SACASA,
12 AND I'M THE GENERAL COUNSEL FOR CIRM. AND ON BEHALF
13 OF MANAGEMENT, I'LL BE PRESENTING TODAY'S MANAGEMENT
14 RESPONSE TO THE 2023 PERFORMANCE AUDIT AND, AS YOU
15 WILL SEE, SOME REMAINING ITEMS THAT ARE OPEN FROM
16 THE 2019 TO 2020 PERFORMANCE AUDIT. THANK YOU.

17 AS ALWAYS, WE START OFF WITH OUR MISSION
18 STATEMENT WHICH IS ACCELERATING WORLD-CLASS SCIENCE
19 TO DELIVER TRANSFORMATIVE REGENERATIVE MEDICINE
20 TREATMENTS IN AN EQUITABLE MANNER TO A DIVERSE
21 CALIFORNIA AND WORLD.

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1 AS I MENTIONED, WE'RE GOING TO BE GOING
2 OVER TWO THINGS TODAY, THE 2022 TO 23 PERFORMANCE
3 AUDIT WHICH WAS JUST COMPLETED, AND THERE WAS A
4 PRESENTATION ON THE 25TH BY MOSS-ADAMS AND SOME OPEN
5 ITEMS, AGAIN, FROM THE 2019 TO 2020 PERFORMANCE
6 AUDIT.

7 ONE THING THAT I'D LIKE TO COMMENT HERE IS
8 THAT MANAGEMENT IS COMMITTING TO RETURNING IN SIX
9 MONTHS AND GIVING AN UPDATE TO THE GOVERNANCE
10 SUBCOMMITTEE AS WELL AS THE ICOC ON PROGRESS WITH
11 RESPECT TO ALL THESE OPEN ITEMS UNTIL WE CLOSE THEM
12 ALL. SO JUST WANTED TO CONFIRM THAT FOR YOU.

13 COUPLE OF QUICK HIGHLIGHTS. WE DIDN'T
14 HAVE ANY COMPLIANCE FINDINGS ON THE 22/23
15 PERFORMANCE AUDIT; WHEREAS, IN THE 2019 AND 2020
16 PERFORMANCE AUDIT, WE HAD THREE COMPLIANCE FINDINGS.
17 SO, AGAIN, THAT'S A LITTLE BIT OF PAT ON THE BACK
18 FOR THE CIRM MANAGEMENT TEAM.

19 START OFF WITH 22/23. THE FIRST -- WE'LL
20 DO A PAGE FLIP HERE, GO FINDING BY FINDING, AND GO
21 OVER THE PROPOSED ACTION BY CIRM. AGAIN, THE FIRST
22 FINDING WAS THAT AT THE TIME WE HAD 11 MEMBERS
23 REPORTING TO THE CEO VERSUS THE INDUSTRY STANDARD
24 FOUR TO SIX. MOSS-ADAMS SAW THAT IT COULD BE
25 STRESSFUL ON THE EXECUTIVE ROLE. AND SO THEY

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1 SUGGESTED OPTIONS TO REDUCE THE CEO'S DIRECT
2 REPORTS. THAT IS BEING DONE CURRENTLY BY THE
3 INTERIM PRESIDENT, J.T., AND HE'S LOOKING AT THE
4 LEADERSHIP AS WELL AS CIRM AS A WHOLE.

5 NO. 2, MOSS-ADAMS NOTED THAT THE ICOC IS
6 COMPRISED OF 35 MEMBERS AND THAT MEETINGS ARE HELD
7 IN A HYBRID ENVIRONMENT. THEY NOTED THAT THESE
8 COULD PRESENT POTENTIAL RISKS TO FULL BOARD
9 ENGAGEMENT AND PRODUCTIVITY. RECOMMENDED THAT WE
10 REGULARLY ASSESS OUR HYBRID MEETING PRACTICES AND
11 THAT WE LEVERAGE OUR COMMITTEES AND WORKING GROUPS.
12 AS YOU KNOW, WE DO LEVERAGE THE WORK OF THE
13 SUBCOMMITTEES AND THE WORKING GROUPS, AND WE USE
14 THAT TO PROVIDE ROBUST POLICY ANALYSIS AND
15 DEVELOPMENTS. AND THOSE EFFORTS OBVIOUSLY CONTINUE,
16 FOR EXAMPLE, HERE.

17 WE'RE ALSO GOING TO WORK WITH THE BOARD
18 GOVERNANCE TEAM TO CONDUCT AN ENGAGEMENT SURVEY OF
19 THE BOARD AND IDENTIFY SPECIFIC AREAS FOR FURTHER
20 ENGAGEMENT BETWEEN US. WE'RE ALSO PAYING EXTRA
21 EFFORT RIGHT NOW TO POST-COVID IN-PERSON ENGAGEMENT
22 BY HAVING FIVE IN-PERSON MEETINGS A YEAR AS WELL AS
23 PROVIDING THE OPPORTUNITY TO ENGAGE WITH THE CIRM
24 TEAM OUTSIDE OF SUCH MEETINGS. AND WE ENCOURAGE YOU
25 TO DO THAT.

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1 ONE OTHER THING THAT WE'VE TRIED TO DO OR
2 WE'VE BEEN DOING IS TO PROVIDE GREATER TRANSPARENCY.
3 AND WHAT WE DO IS TO WORK WITH BOARD GOVERNANCE TO
4 CREATE A SERIES OF SMALL GROUP PRIMERS, IF YOU WILL,
5 ON KEY POLICIES AND ACTIVITIES FOR BOARD MEMBERS.
6 WE DID AN IP POLICY DEVELOPMENT PRIMER LAST YEAR,
7 AND WE FELT IT WAS WELL RECEIVED AND WE THOUGHT THAT
8 IT WAS A GOOD WAY OF HELPING IDENTIFY THINGS WE'RE
9 WORKING ON TO THE BOARD MEMBERS.

10 PLEASE, OBVIOUSLY IF YOU HAVE ANY
11 QUESTIONS, STOP ME AT ANY POINT. THAT GOES WITHOUT
12 SAYING.

13 AGAIN, OUR SOLE SOURCE PROCUREMENT PROCESS
14 COMPLIES WITH OUR POLICIES, BUT THERE WERE SOME
15 SYSTEM LIMITATIONS WITH FI\$CAL WHERE WE REPORT OUR
16 CONTRACTS. AND THAT RESULTED IN US REPORTING THESE
17 SOLE SOURCE CONTRACTS INCONSISTENTLY. THE
18 RECOMMENDATION WAS TO DEVELOP A PROCESS THAT WOULD
19 CONSISTENTLY RECORD THE SOLE SOURCE CONTRACTS IN
20 FI\$CAL. WE TOOK THE ACTION. WE CONSULTED WITH
21 FI\$CAL DIRECTLY, AND WE WORKED OUT A PROCESS WHERE
22 THE FINANCE TEAM HAS AGREED TO USE ONE CODE
23 CONSISTENTLY WHERE SOLE SOURCE CONTRACTS ARE
24 RECORDED. SO THAT WILL SOLVE THE ISSUE HERE WITH
25 FI\$CAL IN OUR MIND.

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1 WE ALSO DO, AS AN FYI OR AS A REMINDER
2 PROBABLY, WE REPORT AND DISCLOSE ALL OF OUR
3 CONTRACTS TO THE BOARD AS PART OF OUR CONTRACTS
4 REPORT PROCESS. WE DON'T IDENTIFY SOLE SOURCE
5 CONTRACTS AS SUCH CURRENTLY, BUT WE WILL BE DOING
6 THAT MOVING FORWARD SO THAT YOU KNOW WHICH CONTRACTS
7 ARE SOLE SOURCE VERSUS WHICH ONES ARE COMPETITIVELY
8 BID.

9 UNDER OUR LOAN ELECTION POLICY, WHICH IS
10 CONTAINED WITHIN THE GRANTS ADMINISTRATION POLICY
11 FOR CLIN PROJECTS, THERE'S UPDATED REFERENCE TO
12 LIBOR. THE RECOMMENDATION WAS TO REPLACE LIBOR WITH
13 THE SECURED OVERNIGHT FINANCING RATE. THE GOOD
14 THING HERE IS THAT WE'RE NOT VIOLATING ANY RULES OR
15 REGULATIONS AT THIS POINT. WE ACTUALLY HAVE THE
16 ABILITY UNDER THE GAP TO USE ANOTHER INDEX IF IT'S
17 STIPULATED IN NOTICE OF AWARD. SO WE HAVE BEEN
18 DOING THAT, AND WE'RE USING THE SECURED OVERNIGHT
19 FINANCING RATE IN THESE NOA'S INSTEAD OF LIBOR.
20 WHEN WE HAVE THE OPPORTUNITY, WHICH IS IN THE PLANS
21 FOR THIS YEAR, WE ARE GOING TO REVISE THE GRANTS
22 ADMINISTRATION POLICY TO CHANGE LIBOR TO SOFR, BUT
23 ALSO MAKE SOME OTHER CHANGES AS WELL TO THE GRANTS
24 ADMINISTRATION POLICY. AND OBVIOUSLY THAT WILL BE
25 PRESENTED TO THE BOARD FOR APPROVAL BEFORE IT GOES

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1 THROUGH THE OFFICE OF ADMINISTRATIVE LAW PROCESS.

2 ON THIS ONE, I JUST WANT TO NOTE THIS ONE
3 IS ALSO TIED TO A FINDING FROM THE 2019/2020 AUDIT.
4 WE'LL TALK ABOUT THAT ONE ON SLIDE 21. THEY'RE SORT
5 OF TIED TOGETHER, AND OUR RESPONSE HAS BEEN MORE OR
6 LESS THE SAME.

7 AGAIN, THE FINDING WAS THAT OUR MONITORING
8 OF COMPLIANCE WITH TECHNOLOGY DISCLOSURES WAS AD HOC
9 AND IT COULD CREATE A RISK OF NONCOMPLIANCE AND
10 NEGATIVELY IMPACT OUR REVENUE SHARING. I WANT TO
11 TAKE A STEP BACK AND TALK ABOUT THE DISCLOSURE
12 SURVEYS HERE.

13 WHEN WE DISCUSSED THIS ISSUE WITH
14 MOSS-ADAMS, WE DECIDED THAT THE FIRST STEP IN THIS
15 WOULD BE TO CONDUCT AN INITIAL SURVEY OF OUR CLIN
16 LEVEL GRANTS TO IDENTIFY ANY APPLICANT PROJECTS
17 ASSOCIATED WITH CIRM GRANTS THAT HAD BEEN LICENSED
18 OR COMMERCIALIZED. AS YOU CAN SEE, WE RECEIVED
19 RESPONSES FROM OVER 60 OF OUR GRANTEES. WE ARE
20 FOLLOWING UP WITH OUR NONRESPONDENTS TO INCREASE
21 THAT NUMBER. WE PLAN ON IMPLEMENTING THE SURVEY
22 TRIENNIALLY, AND WE ARE GOING TO INCLUDE TRAN AWARDS
23 MOVING FORWARD.

24 ON TOP OF THIS, ANOTHER RECOMMENDATION BY
25 MOSS-ADAMS OR IN CONSULTATION WITH MOSS-ADAMS WAS TO

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1 TAKE A RISK-BASED AUDIT APPROACH TO GO OUT AND
2 PROACTIVELY AUDIT SOME OF OUR GRANTEES TO SEE
3 WHETHER OR NOT THEY WERE COMPLYING WITH THE
4 TECHNOLOGY DISCLOSURES. I ALREADY SPOKE WITH BEN
5 HUANG, MY DEPUTY, AND WE ARE LOOKING AT THIRD-PARTY
6 SOLUTIONS AND COMING UP WITH A PLAN OF
7 IMPLEMENTATION FOR THIS OVER THE NEXT YEAR. SO
8 WE'RE GOING TO DO IT FROM BOTH ENDS, DO THE SURVEY
9 SIDE AS WELL AS DO THE AUDIT SIDE TO VERIFY.

10 THE FINDING WAS THAT WE'RE IN THE PROCESS
11 OF DEVELOPING AND LAUNCHING THE PSP OR PATIENT
12 SUPPORT PROGRAM AND THAT IT HAS INHERENT UNCERTAINTY
13 RELATED TO THE FINANCIAL STABILITY OF THE PATIENT
14 ASSISTANCE FUND, THE NUMBER OF PATIENTS SERVED AND
15 THE PROGRAM DURATION. THE RECOMMENDATION WAS THAT,
16 AS WE IMPLEMENT THE PSP, THAT WE WOULD REPORT
17 REGULARLY TO THE ICOC ON THE NUMBER OF PATIENTS
18 SERVED, AVERAGE COST PER PATIENT, AS WELL AS ANY
19 DATA-INFORMED EVALUATION OF THE PSP'S POSSIBLE REACH
20 AND DURATION.

21 AS NOTED IN THE SLIDE HERE, THE
22 PERFORMANCE METRICS ARE A REQUIREMENT OF THE PSP
23 APPLICATION. WE WILL HAVE THAT DATA. SPECIFIC
24 OPERATIONAL DETAILS WILL BE PART OF THE BUSINESS
25 RULES AND REPORTING PROCESSES TO BE AGREED UPON WHEN

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1 WE DECIDE ON A SUCCESSFUL APPLICANT. THIS DATA WILL
2 BE PROVIDED TO THE AAWG, AND THEY WILL BE ABLE TO
3 PROVIDE RECOMMENDATIONS ON REACH, DURATION, ET
4 CETERA.

5 AGAIN, FINDING IS THAT WE COLLECT A
6 CONSIDERABLE AMOUNT OF DATA THAT'S VALUABLE TO STEM
7 CELL AND REGENERATIVE MEDICINE RESEARCH. TO DATE WE
8 HAVEN'T ESTABLISHED A DATA GOVERNANCE STRUCTURE TO
9 PROCESS, COLLECT, COMPILE, AND SHARE THIS DATA.
10 THIS WOULD OBVIOUSLY HELP OUR MISSION, AND SO THE
11 RECOMMENDATION IS TO DO SO. AND WE'RE COMMITTING A
12 DATA INFRASTRUCTURE FRAMEWORK FOR THIS RESEARCH
13 DATA. THIS IS GOING TO INCLUDE FULL IMPLEMENTATION
14 OF DATA SHARING MANAGEMENT PLAN GUIDELINES FOR ALL
15 OF OUR RESEARCH AWARDS AND THE DEVELOPMENT AND
16 DEPLOYMENT OF A PUBLIC METADATA DASHBOARD FOR ALL
17 CIRM-FUNDED DATA.

18 FINDING NO. 8, AS WE REVIVED OUR
19 OPERATIONS, LEADERSHIP RESTRUCTURED SOME FUNCTIONS
20 WHICH IMPACTED WORKLOAD DISTRIBUTION AMONGST THE
21 TEAMS. THIS HAS RESULTED IN ELEVATED WORKLOADS FOR
22 SPECIFIC GROUPS OF EMPLOYEES AND WILL CONTINUALLY
23 EVOLVE AS OUR AREAS OF FOCUS CONTINUE TO DEVELOP, ET
24 CETERA.

25 THE RECOMMENDATION WAS TO INCORPORATE

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1 DATA-DRIVEN WORKLOAD ANALYSIS THAT INCLUDES
2 REALISTIC TIMELINES AND STAFFING AIDS. AND THE HR
3 TEAM IS WORKING WITH THE CEO AND THE LEADERSHIP TEAM
4 ON SETTING EXPECTATIONS ON THESE TIMELINES AND
5 PROPER STAFFING LEVELS TO MAKE SURE THAT WE ALLOCATE
6 PERSONNEL APPROPRIATELY TO THOSE AREAS OF CIRM'S
7 FOCUS, THAT WE HAVE THE APPROPRIATE STAFFING, AS
8 WELL AS NOT AN OVERWORKED EMPLOYEE BASE.

9 AS YOU ALL WELL KNOW, THE PACE OF OUR
10 PROGRAMMATIC CHANGES AND OPERATIONAL CHANGES AT CIRM
11 LEAD FOR SOME CHALLENGES TO STAFF IN MAINTAINING
12 PRIORITIES AND WORKSTREAMS, SORT OF A FOLLOW-ON FROM
13 THE PREVIOUS FINDING. THE RECOMMENDATION IS TO
14 ADOPT A STANDARDIZED CHANGE MANAGEMENT TEMPLATE TO
15 PROMOTE COMMUNICATION AND ACCOUNTABILITY THROUGHOUT
16 THE WHOLE CHANGE PROCESS. LEADERSHIP IS AWARE OF
17 THIS, AND WE'RE REVIEWING OPTIONS FOR CHANGE
18 MANAGEMENT CONSULTING IN THE HOPES OF IDENTIFYING
19 ORGANIZATIONAL GAPS AND WHERE WE CAN IMPLEMENT SOME
20 BEST PRACTICE AND TRAINING FOR STAFF ON CHANGE
21 MANAGEMENT. AND IT'S SOMETHING THAT WE OBVIOUSLY
22 CONTINUE TO MONITOR TO MAKE SURE THAT EVERYTHING IS
23 COMMUNICATED PROPERLY.

24 WE HAVE A COUPLE OF HR FINDINGS HERE, SO
25 YOU WILL SEE THEM ON MOVING FORWARD. THE FINDING IS

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1 THAT WE HAD LIMITED HR POLICY DOCUMENTATION,
2 CONSTRAINED HR PERSONNEL, AND SIGNIFICANT HIRING
3 NEEDS FOLLOWING PROP 14 APPROVAL. AND THIS RESULTED
4 IN DELAYED HIRING AND INCONSISTENT ONBOARDING AND
5 TRAINING. RECOMMENDATION WOULD BE TO DEVELOP SOP'S
6 FOR HIRING AND ONBOARDING TO PROMOTE A CONSISTENT
7 EXPERIENCE FOR ALL OF OUR EMPLOYEES OR NEW EMPLOYEES
8 AND TO DIFFERENTIATE ONBOARDING PLANS FOR
9 JOB-SPECIFIC ROLES AND TO FOCUS ON THAT AS
10 NECESSARY.

11 AS PART OF OUR REFRESH OF OUR HR POLICIES
12 AND PROCEDURES, AND WILL APPLY IN A COUPLE OF OTHER
13 SLIDES AS WELL, WE ARE STANDARDIZING AND
14 STREAMLINING ALL OF OUR PROCESSES. SPECIFICALLY
15 HERE WE'VE FOCUSED ON OUR HIRING AND ONBOARDING
16 PROCESSES. THOSE ARE SO THE FIRST TIME, NEW
17 EMPLOYEES REALLY BECOME PART OF CIRM, AND WE WANT TO
18 MAKE SURE THAT THAT'S A CONSISTENT AND HELPFUL
19 EXPERIENCE FOR THEM. WE WANT TO MAKE SURE THAT THEY
20 FEEL CONFIDENT IN THE ORGANIZATION AND HR AS WELL.

21 IN THAT REGARD, OUR HIRING PROCESS IS NOW
22 DONE VIA BAMBOO HR, WHICH IS AN ONLINE HR PROCESS.
23 THE NEW REVAMPED PROCESS HAS REDUCED HIRING TIMES
24 FROM NOW FOUR TO SIX MONTHS TO LESS THAN SIX MONTHS
25 RIGHT NOW. WE'VE ALSO STARTED TO DO MORE PREDATE

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1 MEETINGS WITH OUR EMPLOYEES TO GO OVER BENEFITS OF
2 STATE SERVICE, AGAIN, TO TRY AND WELCOME THEM TO
3 CIRM, TO ENCOURAGE THEM TO JOIN US IF THEY HAVE ANY
4 QUESTIONS ABOUT THEIR BENEFITS PACKAGE AND SUCH.

5 MS. MANDAC: STEVE HAS HIS HAND RAISED.

6 MR. JUELSGAARD: YES, RAFAEL. SO WHEN
7 LOOKING AT THE FINDING NO. 11, THE SECOND PART OF
8 THAT SAYS CONSTRAINED HR PERSONNEL. WHAT DO YOU
9 TAKE THAT TO MEAN, AND WHAT ACTIONS ARE YOU TAKING
10 TO ADDRESS THAT PARTICULAR ISSUE?

11 MR. AGUIRRE-SACASA: SINCE THE PERFORMANCE
12 AUDIT WAS CONDUCTED, WE'VE HIRED A DIRECTOR OF HR.
13 SO WE'VE ADDED A MORE SENIOR PERSON IN THE ROLE WHO
14 HAS TAKEN THE LEAD IN ACTUALLY IMPLEMENTING A LOT
15 THESE SORT OF ONLINE AND AUTOMATED PROCESSES FOR US.
16 WE ALSO HAVE ANOTHER FULL-TIME EMPLOYEE AS WELL AS
17 TWO RETIRED ANNUITANTS, FOUR, TWO FULL-TIME AND TWO
18 PARTIAL, IF YOU WILL. AND WE'RE CONSTANTLY
19 ASSESSING THAT. I THINK WE HAVE THE RIGHT BALANCE
20 RIGHT NOW. WE ACTUALLY HAVE ONE OPEN REC FOR
21 ANOTHER HR ASSISTANT ROLE HERE IN SOUTH SAN
22 FRANCISCO, STEVE, SO THAT WE CAN, AGAIN, CONTINUE TO
23 SUPPORT OUR PEOPLE PROPERLY.

24 MR. JUELSGAARD: EXCELLENT. THANK YOU.

25 MR. AGUIRRE-SACASA: ON THIS ONE, DUE TO

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1 HISTORICAL COMPENSATION PRACTICES, SOME PAY
2 INEQUITIES MAY HAVE DEVELOPED BETWEEN TENURED AND
3 NEW EMPLOYEES. THE RECOMMENDATION WAS TO COMPLETE A
4 REVISION OF THE COMP POLICY TO PREVENT FUTURE
5 INSTANCES OF PAY INEQUITY AND IN ALIGNMENT WITH THAT
6 A NEW COMP POLICY TO EXAMINE OUR PAY INEQUITIES
7 AMONG EMPLOYEES AND DEVELOP A PLAN TO REMEDY THEM AS
8 NECESSARY.

9 I THINK I MENTIONED THIS AT THE ICOC, BUT,
10 IF NOT, WE HAVE ALREADY REVIEWED AND REVISED OUR
11 COMPENSATION PLAN. WE'RE PUTTING SOME FINAL TOUCHES
12 ON THE POSITIONAL SALARY LEVELS. ONCE THAT IS
13 FINALIZED, WE PLAN TO PRESENT TO THE GOVERNANCE
14 SUBCOMMITTEE AS WELL AS THE ICOC FOR APPROVAL.
15 AGAIN, IN THE NEXT CYCLE, IT WILL BE THE NEXT
16 GOVERNANCE/ICOC. SO WHENEVER THOSE MEETINGS ARE
17 SCHEDULED, THAT WILL BE PRESENTED FOR YOUR REVIEW
18 AND HOPEFULLY APPROVAL.

19 ONE OF THE THINGS THAT MOSS-ADAMS FOUND
20 WAS THAT OUR EMPLOYEES WERE QUESTIONING THE EFFICACY
21 AND CONSISTENT APPLICATION OF THE HYBRID POLICY.
22 THEY THOUGHT IT MIGHT HAVE HINDERED PRODUCTIVITY AND
23 MORALE. THEY RECOMMENDED THAT WE EVALUATE OUR WORK
24 FROM HOME POLICY AND DETERMINE THE DEGREE TO WHICH
25 IT WAS APPLIED CONSISTENTLY OR INCONSISTENTLY AND

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1 WHETHER IT SUPPORTED OUR OPERATIONAL GOALS.
2 CONSIDER CREATING A DOCUMENTATION THAT ALLOWED
3 EXCEPTIONS TO THE WORK FROM HOME POLICY, BUT THAT IT
4 WAS CONSISTENT -- BUT IT STILL SUPPORTED CONSISTENT
5 APPLICATION AND TRANSPARENCY ON HOW IT WAS APPLIED
6 ACROSS THE TEAM.

7 WE HAVE REVISED -- THE LEADERSHIP TEAM DID
8 TAKE THIS VERY SERIOUSLY. WE GOT FEEDBACK FROM THE
9 EMPLOYEES SURVEYED THAT THIS WAS A BIG ISSUE FOR
10 MORALE. AND SO WE REVISED OUR TELEWORK POLICY, AND
11 WE IMPLEMENTED WHAT WE CALL ANCHOR DAYS, WHAT THE
12 INDUSTRY CALLS ANCHOR DAYS, AT THE RECOMMENDATION OF
13 MOSS-ADAMS WHERE WE HAVE OUR EMPLOYEES ARE IN THE
14 OFFICE PHYSICALLY ON THE SAME DAYS. BEFORE WE HAD
15 ONE ANCHOR DAY AND MORE OF A FLOATING PRESENCE IN
16 THE OFFICE. AND SO NOW WE HAVE TWO DAYS PER WEEK
17 WHERE OUR EMPLOYEES ARE ENCOURAGED TO BE IN THE
18 OFFICE FOR COLLABORATION. AND WE FEEL THIS LEADS TO
19 INCREASED PRODUCTIVITY AS WELL AS INCREASED MORALE
20 AND OPERATIONAL GOALS. WE CONSTANTLY EVALUATE THIS
21 TO MAKE SURE THAT THERE'S BEEN NO LOSS OF
22 PRODUCTIVITY. WE WILL CONTINUE TO DO SO MOVING
23 FORWARD.

24 NOW WE'RE MOVING ON TO SOME OPEN ITEMS
25 FROM THE 2019 TO 2020 PERFORMANCE AUDIT. AGAIN,

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1 THESE WERE IDENTIFIED BY MOSS-ADAMS. AND SO I JUST
2 WANTED TO CONTINUE DISCUSSING THEM AND SEE WHERE WE
3 ARE ON THEM. WE'RE WORKING ON THEM TO CLOSE THEM
4 OUT AS SOON AS POSSIBLE.

5 AGAIN, WHEN THEY TESTED THE GRANTS
6 MANAGEMENT PROCESS, THEY IDENTIFIED THREE EXCEPTIONS
7 TO THE SOP FOR THE GRANTS ADMINISTRATION POLICY.
8 THE RECOMMENDATION WAS TO ADD A REQUIREMENT FOR A
9 SEPARATE INDIVIDUAL TO REVIEW DUE DATES THAT ARE
10 ENTERED INTO THE GRANTS MANAGEMENT SYSTEM TO ENSURE
11 THAT THERE'S NO DATA ENTRY ERRORS AND TO PREVENT
12 LATE REPORTS STEMMING FROM THESE ERRORS.

13 THE THREE EXCEPTIONS WERE RELATED TO TWO
14 SPECIFIC GRANTS UNDER THE EDUC CONFERENCE GRANT
15 PROGRAM. AND AS OF 2022, THE FOLLOWING IMPROVEMENTS
16 WERE MADE IN DIRECT RESPONSE TO THESE. WE CREATED A
17 CONFERENCE GRANT PROGRESS REPORT IN THE GRANTS
18 DATABASE THAT IS APPROVED BY BOTH THE GRANTS
19 MANAGEMENT OFFICER AND THE SCIENCE OFFICER. WE
20 AUTOMATED THE CONTRACT AMENDMENT TEMPLATE TO INCLUDE
21 PREPOPULATED DATA FROM THE GMS SO THAT IT REDUCES
22 THE OPPORTUNITY FOR DATA ENTRY ERRORS. AND THEN WE
23 UPDATED THE SOP WITH A COMPLIANCE CHECK EVALUATION
24 BY THE DIRECTOR OF GRANTS MANAGEMENT ON ALL
25 AMENDMENTS TO THE NOTICE OF AWARDS.

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1 AGAIN, THIS IS THE ONE I MENTIONED
2 EARLIER. THIS IS DEALING WITH THE TECHNOLOGY
3 DISCLOSURES. THE RECOMMENDATION WAS TO IMPLEMENT AN
4 I.T. CONTROL FOR MISSING DOCUMENTATION OR REPORTS TO
5 BE FLAGGED. BACK IN 2016, WE TRIED TO IMPLEMENT AN
6 I.T. CONTROL. IT CAUSED CONFUSION AND AN INCREASE
7 IN WORKLOAD IN OUR GRANTEES, SO DID NOT RESULT IN
8 THE DESIRED OUTCOMES, WHICH WAS TO PRODUCE THE
9 INFORMATION THAT WE WERE MISSING. SO AS I MENTIONED
10 EARLIER, IN CONSULTATION WITH MOSS-ADAMS, WE
11 IMPLEMENTED THE AFOREMENTIONED SURVEY ON CLIN LEVEL
12 GRANTS TO IDENTIFY ANY PROJECTS ASSOCIATED WITH CIRM
13 GRANTS THAT HAD BEEN LICENSED OR COMMERCIALIZED.
14 AND WE'RE GOING TO EXPAND THAT MOVING FORWARD TO
15 TRAN GRANTS AS WELL, AS WELL AS THE AUDIT.

16 AGAIN, THERE WAS A FINDING THAT WE DID NOT
17 HAVE AN EFFECTIVE POLICY OR EFFECTIVE PROCESS FOR
18 MONITORING AND ENFORCING AWARDEE PUBLICATION
19 DISCLOSURES. THE RECOMMENDATION WAS TO CONSIDER
20 IMPLEMENTING A CUSTOMER RELATIONSHIP MANAGEMENT
21 SYSTEM TO SUPPORT THE AUTOMATED PROACTIVE MONITORING
22 OF SUCH PUBLICATION AND PRESS RELEASES.

23 PUBLICATION DISCLOSURES ARE REQUIRED AS
24 PART OF OUR AWARDEE REPORTING REQUIREMENTS, AND THE
25 PROGRAM TEAMS ARE MONITORING THE SUBMISSIONS. OUR

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1 POLICY IS TO WITHHOLD FUNDS IN THE ABSENCE OF
2 COMPLETE REPORTING. WE ARE EVALUATING THIRD-PARTY
3 SOLUTIONS TO TRACK THESE PUBLICATIONS. WE HAVEN'T
4 FOUND ONE THAT YET FITS OUR NEEDS. WE'LL CONTINUE
5 LOOKING AT OPTIONS AND, AS SOON AS WE CAN, WE'LL
6 OBVIOUSLY IMPLEMENT THAT, AND WE'LL UPDATE YOU
7 ACCORDINGLY.

8 AGAIN, SO WE HISTORICALLY RELIED ON OUR
9 SCIENTIFIC EXPERTS AND PARTNERS FOR GRANT REVIEW.
10 AS A PUBLIC AGENCY WITH A MISSION FOR CURES FOR ALL,
11 IT'S IMPORTANT THAT WE SEEK DIVERSE PERSPECTIVES AND
12 EXPERTISE TO ENSURE PERCEPTION OF INDEPENDENCE IN
13 APPLICATION REVIEW. THE RECOMMENDATION WAS TO
14 CONTINUE TO IMPLEMENT RECENTLY ADOPTED PRACTICES TO
15 SEEK MORE DIVERSE MEMBERS IN THE SCIENTIFIC
16 COMMUNITY AND TO MONITOR AND EVALUATE OUR GRANTS
17 WORKING GROUP TO PROMOTE A DIVERSITY OF
18 PERSPECTIVES, BACKGROUNDS, AND EXPERTISE.

19 WE HAVE LAUNCHED AN ORGANIZATION-WIDE DEI
20 INITIATIVE AND ENGAGEMENT WITH SUBJECT MATTER
21 EXPERTS WHO ARE DEDICATED TO ASSESS AND ENCOURAGE
22 DIVERSITY AMONG THE GWG TO THE EXTENT POSSIBLE. THE
23 LEADERSHIP TEAM AS WELL AS THE INTERIM PRESIDENT AND
24 CEO ARE REVIEWING OUR DEI STRATEGY FOR THE ENTIRE
25 ORGANIZATION. AND SO THAT WILL BE A FOCUS FOR US IN

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1 THE UPCOMING -- FOR THE REMAINDER OF THIS FISCAL
2 YEAR AND THE CALENDAR YEAR.

3 OUR RECORDS RETENTION SCHEDULE WITH THE
4 STATE OF CALIFORNIA EXPIRED IN 2018. SOME OF OUR
5 STAFF CONTINUE TO REPORT CONFUSION WITH RESPECT TO
6 THE REQUIREMENTS, AND THIS COULD HAVE NEGATIVELY
7 IMPACTED OUR ORGANIZATION'S ABILITY TO RESPOND TO
8 INFORMATION REQUESTS. RECOMMENDATION WAS TO UPDATE
9 OUR RECORDS RETENTION SCHEDULE AND ESTABLISH
10 POLICIES AND PROCEDURES FOR RECORDS MANAGEMENT, AND
11 TO CONSIDER DEVELOPING TRAININGS TO SUPPORT
12 UNDERSTANDING OF RECORDS REQUIREMENTS.

13 WE'RE HAPPY TO INFORM THAT THE SECRETARY
14 OF STATE'S RECORDS AND INFORMATION MANAGEMENT
15 DIVISION PROVIDED TRAINING TO STAFF IN MARCH OF
16 2022, THAT SELECT CIRM STAFF COMPLETED A RECORDS
17 MANAGEMENT TRAINING AND CERTIFICATION. WITH RESPECT
18 TO THE RECORDS RETENTION SCHEDULE, WE SENT AN
19 UPDATED RECORDS RETENTION SCHEDULE IN SEPTEMBER OF
20 2022. THE SECRETARY OF STATE PROVIDED FEEDBACK ON
21 THE INITIAL SUBMISSION. WE HAVE REPLIED SINCE THEN,
22 AND SINCE THEN THE SECRETARY OF STATE HAS PROVIDED
23 SOME ADDITIONAL QUESTIONS WITH RESPECT TO CLARIFYING
24 SOME DEFINITIONS. WE'RE WORKING ON DOING THAT, AND
25 WE'LL SUBMIT THAT BACK TO THE SECRETARY OF STATE AS

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1 SOON AS WE CAN. WE WILL OPEN AND CLOSE THIS BY THE
2 TIME WE MEET NEXT.

3 SO, AGAIN, THE FINDING WAS THAT WE HAD
4 THREE DOCUMENT MANAGEMENT SYSTEMS, AND THIS
5 PRESENTED CONFUSION AMONGST OUR EMPLOYEES. AND THIS
6 RESULTED IN INCONSISTENT USER ADOPTION AND RECORDS
7 MANAGEMENT PRACTICES. THE RECOMMENDATION WAS THAT
8 WHENEVER WE IMPLEMENTED A NEW DOCUMENT MANAGEMENT
9 SYSTEM, THAT WE DEVELOP AN ADOPTION STRATEGY THAT
10 INCLUDES COMMUNICATION POLICY AND PROCEDURE GUIDANCE
11 AND ACCOUNTABILITY PRACTICES TO SUPPORT CONSISTENT
12 WITH EXPECTATIONS OF SYSTEM UTILIZATION.

13 JUST SOME INFORMATION FOR YOU, SOME
14 CONTEXT, IF YOU WILL. WE HAVE A RELATIVELY SMALL
15 I.T. DEPARTMENT WITH THREE FULL-TIME EMPLOYEES AND
16 WE USE SOME CONTRACTOR PARTNERS. OUR DIRECTOR OF
17 I.T. DEPARTED IN 22/23 FISCAL YEAR. AND ACCORDINGLY
18 WE HAD TO DELAY THE IMPLEMENTATION OF A NEW DOCUMENT
19 MANAGEMENT SYSTEM TO KEEP OTHER CRITICAL PROJECTS ON
20 TRACK; FOR EXAMPLE, THE BUILDOUT OF OUR HQ HERE AND
21 BRINGING THE STATE PAYROLL SYSTEM IN HOUSE.

22 WITH A NEW ASSOCIATE DIRECTOR OF I.T.
23 SINCE NOVEMBER OF 2022, THE CIRM I.T. TEAM HAS
24 PERFORMED A NEEDS ASSESSMENT, PILOTED SOLUTIONS, AND
25 SELECTED MICROSOFT OFFICE 365 TO SERVE AS AN

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1 INTEGRATED DOCUMENT MANAGEMENT SYSTEM OR PLATFORM
2 FOR THE STAFF. THE ASSOCIATE DIRECTOR HAS BUILT UP
3 AN ADOPTION STRATEGY, AND IT WILL BE IMPLEMENTED BY
4 THE END OF CALENDAR YEAR 2024.

5 WE'VE MADE SIGNIFICANT IMPROVEMENTS TO THE
6 GRANTS MANAGEMENT SYSTEM IN RECENT YEARS; HOWEVER,
7 ADDITIONAL OPPORTUNITIES EXIST TO LEVERAGE THE GMS
8 TO IMPROVE OPERATIONAL EFFICIENCY AND EFFECTIVENESS.
9 THE RECOMMENDATION WAS TO CONTINUE TO IDENTIFY AND
10 PURSUE OPPORTUNITIES TO ENHANCE THE GMS
11 CAPABILITIES, TO AUTOMATE PROCESSES, AND CENTRALIZE
12 DATA, AND ENHANCE ACCESS.

13 AGAIN, WITH THE DEPARTURE OF THE DIRECTOR
14 OF I.T., WE ENGAGED A CONSULTANT WHO EVALUATED THE
15 FUTURE OF THE GRANTS MANAGEMENT DATABASE AND
16 PERFORMED A NEEDS ASSESSMENT. THIS CONSULTANT
17 RECOMMENDED THAT WE CONTINUE TO USE THE GRANTS
18 MANAGEMENT SYSTEM BECAUSE IT'S TECHNOLOGICALLY
19 STABLE AND WELL INTEGRATED INTO OUR UNIQUE
20 OPERATIONS. AND THE CONSULTANT ALSO PROVIDED A ROAD
21 MAP FOR EVOLVING THE SYSTEM MOVING FORWARD. SO WE
22 HAVE A PLAN FOR THAT.

23 THE SOFTWARE DEVELOPMENT TEAM HAS BEGUN
24 IMPLEMENTING THESE RECOMMENDATIONS STARTING WITH THE
25 PERFORMANCE IMPROVEMENTS AND ENHANCED REPORTING

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1 SOLUTIONS, AND WE CONTINUE TO REPORT ON THAT AS WE
2 MOVE FORWARD.

3 THIS FINDING SAID THAT WE HOST A
4 SIGNIFICANT AMOUNT OF SCIENTIFIC AND BUSINESS DATA,
5 BUT WE LACK THE STRATEGY OR SYSTEM TO INTEGRATE THE
6 INFORMATION IN AN OPTIMAL WAY. CONSIDER
7 IMPLEMENTING A DATABASE AND CUSTOMER RELATIONSHIP
8 MANAGEMENT SYSTEM TO COLLECT AND BETTER ANALYZE
9 SCIENTIFIC AND BUSINESS DATA IN SUPPORT OF OUR
10 MISSION.

11 AGAIN, DUE TO THE DEPARTURE OF THE
12 DIRECTOR OF I.T., WE HAD TO DELAY THE IMPLEMENTATION
13 OF THE CRM. AS NOTED BEFORE, WITH THE NEW ASSOCIATE
14 DIRECTOR, WE'VE BEGUN EVALUATING CIRM SYSTEMS AND
15 SOLUTIONS THAT INTEGRATE WITH OUR CURRENT ADOPTED
16 SOLUTIONS. AND WE PLAN TO SELECT ONE BY THE END OF
17 FISCAL YEAR 23/24. AND OUR GOAL IS TO COMPLETE THE
18 IMPLEMENTATION AND ADOPTION BY THE END OF FISCAL
19 YEAR 24/25.

20 THANK YOU.

21 CHAIRPERSON GASSON: THANK YOU VERY MUCH,
22 RAFAEL, FOR THAT PRESENTATION. WE DO NOT NEED TO
23 HAVE A MOTION OR A VOTE. HOWEVER, ARE THERE ANY
24 QUESTIONS OR COMMENTS FROM ANYONE THAT'S ON THE ZOOM
25 RIGHT NOW? THAT WAS A LOT OF INFORMATION, I KNOW.

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1 IT'S IMPORTANT AND GOOD PLANS.

2 OKAY. IN THAT CASE, WE CAN MOVE ON TO
3 ITEM NO. 4 ON THE AGENDA, WHICH IS THE DISCUSSION OF
4 THE ICOC CHAIR AND VICE CHAIR REVIEW PROCESS, JOB
5 DESCRIPTIONS, AND THE SURVEY QUESTIONS. THANK YOU
6 AGAIN TO SUSAN FOR ALL OF HER WORK ON THIS, AND SHE
7 WILL BE MAKING THE PRESENTATION NOW.

8 MS. WHITE: MY PLEASURE. THANK YOU, JUDY.
9 I THINK WE SHOULD START WITH THE JOB DESCRIPTIONS
10 BECAUSE THAT REALLY IS THE BASIS OF WHAT WE'RE GOING
11 TO EVALUATE. IT'S NOT LETTING ME SHARE. I AM SO
12 SORRY. DO YOU NEED TO MAKE ME A CO-HOST IN ORDER TO
13 DO THAT?

14 MR. TOCHER: WE ARE TROUBLESHOOTING RIGHT
15 NOW.

16 MS. WHITE: THANK YOU. SO AS WE'RE
17 GETTING READY TO DO THAT, FOR THE REST OF THE
18 COMMITTEE, I DEVELOPED JOB DESCRIPTIONS, JUST A
19 FIRST ROUND, FIRST DRAFT THAT VITO AND MARIA HAD A
20 CHANCE TO GO BACK AND REALLY EDIT TO SEE IF IT
21 REALLY FIT WHAT THEY'RE DOING.

22 IN ORDER TO DO THOSE JOB DESCRIPTIONS, I
23 REVIEWED THE INTERNAL GOVERNANCE POLICIES, THE ICOC
24 BYLAWS, AND THE PROPOSITION 14 PROVISIONS THAT
25 RELATED TO THOSE ROLES. SO THOSE WERE THE SOURCE

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1 DOCUMENTS THAT I USED.

2 MR. TOCHER: SUSAN, CAN YOU CHECK AND SEE
3 IF YOU CAN SHARE AGAIN? IF NOT, WE WILL JUST HAVE
4 TO HAVE CLAUDETTE HELP YOU IF YOU DON'T MIND.

5 MS. WHITE: YES. I'M HITTING SHARE AND
6 IT'S DOING NOTHING. SO THANK YOU, CLAUDETTE, IF YOU
7 WOULDN'T MIND.

8 I THINK WE SHOULD BRING UP THE BOARD CHAIR
9 JOB DESCRIPTION FIRST. THAT'S GREAT. THANK YOU.
10 AND SO YOU NOTICE WHAT WE DID. THIS IS THE
11 RESPONSIBILITIES OF THE POSITION. IF YOU WANT TO
12 SCROLL DOWN. I KNOW WE DON'T NEED TO READ THOSE
13 LINE BY LINE. BUT IF YOU WANT TO JUST GET A SENSE
14 OF THIS, I REALLY PULLED A LOT OF THE DIRECT
15 LANGUAGE OUT OF THOSE SOURCE DOCUMENTS I MENTIONED.
16 AND I DON'T KNOW, VITO, IF THERE'S ANYTHING YOU
17 WOULD LIKE TO ADD THAT YOU CHANGED OR TWEAKED THAT
18 YOU THINK IS IMPORTANT.

19 CHAIRMAN IMBASCIANI: HI, EVERYBODY. I
20 SUGGESTED TO JUDY AND PAT THAT TWO OF THE ITEMS SEEM
21 TO BE VERSIONS OF EACH OTHER. I THINK THAT THAT'S
22 BEEN CONSOLIDATED HERE.

23 I HAD A QUESTION ABOUT NO. 5, WHICH WAS
24 MUCH LENGTHIER IN THE ORIGINAL. AND IT ACTUALLY
25 SORT OF OBLIGATED THE CHAIR TO GO OUT LOOKING FOR

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1 MONEY TO SUPPORT CIRM'S PROGRAMS. AND IT MENTIONED
2 COMMUNITIES, STATES, TRIBES, NATIONS. IT SOUNDED
3 LIKE A UNITED NATIONS EFFORT. AND THIS SEEMS A LOT
4 TIGHTER, VAGUE ENOUGH SO IT DOESN'T OBLIGATE ME TO
5 APPROACH ALL OF THOSE ENTITIES, BUT STILL IT PUTS
6 THE OBLIGATION TO KEEP LOOKING OUT FOR FINANCIAL
7 SUPPORT FOR LIKE OUR PATIENT SUPPORT FUND.

8 AND I DID HAVE A QUESTION AS TO -- I'M
9 SORRY ABOUT THAT. THERE'S CLEARLY -- I'M SORRY.
10 SOMEBODY IS AT THE DOOR. WHICH ONE -- IT HAD TO DO,
11 IF YOU CAN HELP ME FIND IT, IT HAD TO DO WITH NO. 7.
12 LET'S SEE IF THAT'S -- LEAD THE DEVELOPMENT OF --

13 CHAIRPERSON GASSON: WE HARMONIZED TWO
14 ITEMS THAT HAD TO DO WITH INTELLECTUAL PROPERTY INTO
15 THIS ONE AND RECOGNIZE THAT THERE IS ACTUALLY A
16 COMMITTEE THAT DEALS WITH THAT.

17 CHAIRMAN IMBASCIANI: EXACTLY RIGHT. IN
18 THIS REVISED FORMAT, I THINK THINGS ARE CLEAR AND
19 TIGHT.

20 MS. WHITE: I SEE THAT STEVE HAS A
21 QUESTION.

22 MR. JUELSGAARD: IT'S ACTUALLY A QUESTION
23 FOR SUSAN. AS YOU SAID, A LOT OF THIS IS BASED ON
24 WHAT IS IN PROPOSITION 14. THERE IS, HOWEVER, ONE
25 ELEMENT THAT'S LISTED IN PROPOSITION 14 WHICH HAS

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1 NOT FOUND ITS WAY INTO THIS LIST. TO SOME EXTENT
2 IT'S FOUND ITS WAY INTO MARIA'S LIST. AND I'M GOING
3 TO READ THAT LANGUAGE FOR YOU, AND THEN I WANT TO
4 UNDERSTAND WHY IT'S NOT HERE AND WHY PERHAPS IT
5 SHOWS UP ON MARIA'S PLATE.

6 IT SAYS, THIS ON THE THINGS THAT THE
7 CHAIRMAN IS RESPONSIBLE FOR, "TO INTERFACE WITH THE
8 CALIFORNIA LEGISLATURE, THE UNITED STATES CONGRESS,
9 THE CALIFORNIA HEALTHCARE SYSTEM, AND THE CALIFORNIA
10 PUBLIC." THAT'S THE PHRASE. NOW, THAT WAS OMITTED
11 OR OVERLOOKED IN THIS LIST. AND IT SEEMS TO ME
12 THAT'S ACTUALLY A FAIRLY IMPORTANT ROLE FOR THE
13 CHAIRMAN OF THE ORGANIZATION. THOSE ARE RELATIVELY
14 IMPORTANT AUDIENCES, PARTICULARLY THE CALIFORNIA
15 LEGISLATURE, THE CALIFORNIA HEALTHCARE SYSTEM, AND
16 THE CALIFORNIA PUBLIC. SO HELP ME A LITTLE BIT WITH
17 WHY THAT'S NOT INCLUDED HERE AND HOW YOU SUGGESTED
18 THAT BE ADDRESSED.

19 MS. WHITE: I WAS GOING TO SAY, CLAUDETTE,
20 DO YOU MIND JUST SCROLLING DOWN A LITTLE BIT FURTHER
21 AND MAKE SURE I DIDN'T PICK THAT UP ANYWHERE ELSE.
22 HERE WE GO. IT'S ITEM 10, ENGAGE WITH THE
23 CALIFORNIA HEALTHCARE SYSTEM AND THE CALIFORNIA
24 PUBLIC IN ORDER TO PROMOTE CIRM-SPONSORED
25 ACTIVITIES. I DID NOT MEAN TO LEAVE IT OUT.

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1 CHAIRPERSON GASSON: HISTORICALLY, AS YOU
2 ALL KNOW, THE RELATIONSHIPS BETWEEN CIRM AND THE
3 FEDERAL GOVERNMENT AND THE STATE GOVERNMENT HAVE
4 RESIDED WITH THE VICE CHAIR OF THE BOARD, AND THAT
5 THE CHAIR HAS SERVED TO ASSIST WITH THOSE EFFORTS.
6 I THINK THAT'S WHAT'S REFLECTED HERE, STEVE.

7 MR. JUELSGAARD: OKAY. THANK YOU. THANKS
8 FOR THOSE ANSWERS. SOMEHOW I SEEM TO HAVE MISSED
9 THE NO. 10. OKAY. THANK YOU.

10 MS. WHITE: NO WORRIES. GOOD.

11 AND THEN, CLAUDETTE, IF YOU WANT TO JUST
12 CONTINUE SCROLLING DOWN. I DID PICK UP THE SKILLS
13 AND QUALIFICATIONS FROM THOSE DOCUMENTS AS WELL.
14 WAS THERE ANY HARMONIZATION DONE? I THINK THOSE ARE
15 PRETTY VERBATIM.

16 AND WE DID WANT TO MAKE SURE THAT WE
17 INCLUDED THAT THERE IS A SIX-YEAR TERM FOR BOTH THE
18 CHAIR AND THE VICE CHAIR, AND THAT THEY ARE SUBJECT
19 TO REMOVAL UNDER SPECIALIZED CIRCUMSTANCES. OF
20 COURSE, WE WANTED TO KNOW WHO THE DIRECT REPORTS
21 WERE. AND FOR THE CHAIR IT REALLY IS THE PRESIDENT
22 AND CEO. AND THEN THE REMAINING PART OF THIS IS
23 JUST STANDARD LANGUAGE. ANYTHING ELSE ON THIS ONE,
24 OR WOULD YOU LIKE TO SWITCH TO THE VICE CHAIR?

25 CHAIRPERSON GASSON: I THINK YOU'RE ON A

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1 ROLL, SUSAN. WE CAN GO TO THE VICE CHAIR.

2 MR. JUELSGAARD: I HAVE ONE MORE.

3 CHAIRPERSON GASSON: I'M SORRY, STEVE. I
4 DIDN'T SEE YOUR HAND.

5 MR. JUELSGAARD: THERE'S A -- IF YOU CAN
6 SCROLL UP JUST SLIGHTLY, THERE'S WORKING CONDITIONS
7 AT THE END OF THE DAY. WE JUST HAD A DISCUSSION IN
8 THE MOSS-ADAMS PERFORMANCE MANAGEMENT REVIEW OR
9 THEIR AUDIT ABOUT REMOTE WORKING VERSUS BEING ON
10 SITE. ARE THERE ANY POLICIES WITH REGARD TO THE
11 CHAIRMAN WITH REGARD TO THE AMOUNT OF TIME THAT HE
12 NEEDS TO BE ON SITE IN SOUTH SAN FRANCISCO VERSUS
13 NOT? IS THERE ANYTHING FIXED IN THAT REGARD?

14 MR. AGUIRRE-SACASA: NO, THERE ISN'T.

15 MR. JUELSGAARD: OKAY. THE QUESTION IS
16 WHETHER THERE OUGHT TO BE, BUT LET'S LEAVE IT THERE
17 FOR NOW.

18 CHAIRPERSON GASSON: MARIA.

19 VICE CHAIR BONNEVILLE: I WAS JUST GOING
20 TO MENTION, STEVE, BOTH VITO AND I COME INTO THE
21 OFFICE MOSTLY ON TUESDAYS AND WEDNESDAYS WHEN OTHERS
22 ARE IN THE OFFICE. SOMETIMES WE HAVE OTHER MEETINGS
23 THAT PRECLUDE US. TUESDAYS ARE DEFINITELY THE DAY
24 WHERE WE MAKE IT TO THE OFFICE AND WE'RE THERE. HE
25 FLIES UP FROM LOS ANGELES. J.T. IS IN THE OFFICE AT

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1 THAT TIME AS WELL. AND THEN THAT'S WHAT WE
2 COMMITTED TO.

3 AS FAR AS ANYTHING THAT'S WRITTEN IN
4 STONE, LIKE WE MUST BE THERE, THERE ISN'T. BUT IF
5 THAT'S SOMETHING THAT THE BOARD DESIRES OF US, I
6 HAVE NO PROBLEM WITH MAKING IT SOMETHING THAT IS PUT
7 IN WRITING.

8 MR. JUELSGAARD: MY THOUGHT IS THIS, AND I
9 DON'T KNOW EXACTLY -- RAFAEL DESCRIBED THE POLICY,
10 AND I DON'T KNOW HOW HARD AND FAST THE IDEA IS OF
11 HAVING PEOPLE SHOW UP TWO DAYS A WEEK IN SOUTH SAN
12 FRANCISCO GIVEN THERE'S SOME FLEXIBILITY ON WHAT
13 THOSE TWO DAYS ARE. BUT ASSUMING -- IF ONE WERE TO
14 MAKE THE ASSUMPTION THAT IT'S A RELATIVELY HARD AND
15 FAST RULE THAT THAT'S A CLEAR EXPECTATION, THEN I
16 THINK YOU WOULD HAVE THAT SAME CLEAR EXPECTATION,
17 NOT ONLY OF THE PRESIDENT OF THE ORGANIZATION, BUT
18 BOTH THE CHAIRMAN AND VICE CHAIRMAN GIVEN THAT THEY
19 ARE EMPLOYEES AS WELL.

20 VICE CHAIR BONNEVILLE: ABSOLUTELY.

21 MR. TOCHER: SO THIS IS SCOTT. MAYBE WE
22 COULD MAKE AN EXPLICIT REFERENCE TO THE WORK FROM
23 HOME POLICY THAT WOULD ALLOW IT TO SORT OF BE ANY
24 ADAPTATIONS IN THE POLICY WOULD BE INCORPORATED
25 AUTOMATICALLY INTO THE JOB DESCRIPTION.

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1 MR. JUELSGAARD: THAT WOULD BE FINE WITH
2 ME.

3 CHAIRPERSON GASSON: THAT SOUNDS GOOD,
4 SCOTT. THANK YOU.

5 MS. WHITE: OKAY. GREAT. LET'S MOVE ON,
6 THEN, TO THE VICE CHAIR JOB DESCRIPTION. THANKS,
7 CLAUDETTE.

8 AS THAT'S COMING UP, I'LL JUST MENTION I
9 ALSO HAD THE OPPORTUNITY TO REVIEW MARIA'S REMARKS
10 THAT SHE MADE TO THE ICOC WHEN SHE WAS BEING
11 CONSIDERED FOR THE ROLE. AND SO I WAS ABLE TO GET
12 MORE INFORMATION ABOUT THE FOCUS THE VICE CHAIR
13 WOULD HAVE. AND I TALKED TO MARIA AS WELL. THAT
14 HELPED ME DISCERN REALLY SOME OF THE DIFFERENCES
15 BETWEEN THE VICE CHAIR AND THE CHAIR.

16 SO IF YOU'D LIKE TO SCROLL DOWN TO WHERE
17 IT SHOWS KEY RESPONSIBILITIES, YOU WILL SEE THAT WE
18 FOCUSED ON THE ACCESSIBILITY/AFFORDABILITY WORKING
19 GROUP, WHICH IS A SIGNIFICANT EFFORT BY THE VICE
20 CHAIR. AND ALSO THE DIVERSITY, EQUITY, AND
21 INCLUSION EFFORTS IN ADDITION TO THE OTHER THINGS
22 LISTED I THOUGHT WERE IMPORTANT.

23 CHAIRPERSON GASSON: I'M SORRY, SUSAN, TO
24 INTERRUPT. I THINK MARIA IS GOING TO HAVE A
25 QUESTION ABOUT THAT AFTER WE GET THROUGH THIS LIST.

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1 MS. WHITE: OKAY. IF YOU DON'T MIND
2 CONTINUING TO SCROLL DOWN. MY GUESS IS YOU PROBABLY
3 HAVE READ THIS ALREADY; BUT IF THERE'S ANY ITEM
4 YOU'D LIKE TO TALK ABOUT, PLEASE LET US KNOW.

5 IF YOU CONTINUE SCROLLING. KIM HAS A
6 QUESTION.

7 DR. BARRETT: IT'S NOT REALLY A QUESTION.
8 IT'S JUST THE EDITOR IN ME. IN POINT 7, IT'S NOT
9 GRAMMATICALLY CONSISTENT. PROVIDING OVERSIGHT OF
10 AND SHOULD BE ESTABLISHING THE POLICIES FOR.

11 MS. WHITE: THANK YOU. ALL RIGHT. AND
12 YOU WILL SEE THE SKILLS AND QUALIFICATIONS AGAIN
13 STRAIGHT, SAME LANGUAGE OUT OF THE DOCUMENTS THAT I
14 MENTIONED.

15 AND THEN AT THE BOTTOM, THE SAME
16 CONCLUDING ABOUT THE SUPERVISION. IN THIS ROLE, THE
17 TWO ROLES THAT MARIA SUPERVISES WOULD BE SCOTT'S
18 ROLE AND ALSO THE ELECTIVE ASSISTANT TO THE CHAIR
19 AND VICE CHAIR. ONLY OTHER DIFFERENCE.

20 CHAIRPERSON GASSON: THANK YOU VERY MUCH.
21 MARIA, DID YOU WANT TO RAISE A QUESTION ABOUT THE
22 DEI?

23 VICE CHAIR BONNEVILLE: YES. THANK YOU.
24 AT THE TIME OF MY NOMINATION TO MY CURRENT POSITION,
25 I WAS WORKING INTERNALLY WITH THE TEAM ON DEI

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1 EFFORTS. AND I MENTIONED THAT I COULD BRING THAT TO
2 THE BOARD AND HELP COORDINATE DEI EFFORTS LED BY THE
3 INTERNAL TEAM AND BRING THEM TO THE BOARD AND
4 ESTABLISH SOME PROCESSES AROUND THAT AND BE AN
5 INTERFACE WITH THE TEAM. IF THE BOARD DOES NOT WANT
6 ME TO DO THAT, THAT IS OKAY AS WELL. I JUST WANTED
7 TO PUT THAT OUT THERE BECAUSE THERE'S NOTHING IN THE
8 PROPOSITION THAT DIRECTLY SPELLS THAT OUT, BUT IT IS
9 SOMETHING THAT I WAS WORKING ON PRIOR. SO I JUST
10 WANTED TO BRING THAT UP AS IF THE BOARD WOULD LIKE
11 ME TO CONTINUE SERVING IN THAT CAPACITY, THAT'S
12 GREAT. IF NOT, THAT'S OKAY AS WELL. I'M HERE TO
13 SERVE.

14 CHAIRPERSON GASSON: THANKS, MARIA. I
15 THINK THIS IS AN IMPORTANT COMPONENT. STEVE, GO
16 AHEAD.

17 MR. JUELSGAARD: SO I'D LIKE TO UNDERSTAND
18 A LITTLE BIT BETTER. THIS REFERS TO THE BOARD'S DEI
19 EFFORTS. WHAT'S THE EXTENT, WHAT'S ENCOMPASSED IN
20 THAT BECAUSE SEPARATELY FROM THAT, I WOULD THINK IN
21 THE MANAGEMENT OF AN ORGANIZATION, THE DEI STUFF
22 WOULD FALL PRINCIPALLY TO THE PRESIDENT AND CEO WHO
23 WOULD REPORT TO THE BOARD ABOUT IT. BUT IT'S THEIR
24 EFFORTS THROUGHOUT THE ORGANIZATION. SO I CAN
25 UNDERSTAND THE BOARD'S DEI EFFORTS REGARDING

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1 APPLICANTS, FOR EXAMPLE. THAT SEEMS VERY
2 STRAIGHTFORWARD. THAT'S SOMETHING -- AND THAT'S
3 WHAT WE DO, RIGHT? WE HAVE DEI SCORES ON
4 APPLICATIONS, ET CETERA. SO I'VE GOT THAT.

5 BUT I'M JUST CURIOUS AS TO WHAT PEOPLE
6 BELIEVE THIS REFERS TO. HOW FAR DOWN INTO THE
7 ORGANIZATION ITSELF DOES THIS REACH? DOES THIS
8 REACH DOWN INTO PERSONNEL WHO ARE BEING HIRED, FOR
9 EXAMPLE? IS THE BOARD GOING TO TAKE OWNERSHIP OF
10 THAT ISSUE?

11 VICE CHAIR BONNEVILLE: THIS WAS MORE --
12 AT THE TIME WHAT WAS CONSIDERED, WHILE WE WERE
13 UNDERGOING BRINGING IN A CONSULTANT INTERNALLY TO
14 REVIEW THE GWG PROCESSES AND THINGS LIKE THAT, THAT
15 THE BOARD WOULD ALSO UNDERGO ITS OWN DEI TRAINING AS
16 WELL AS OTHER INITIATIVES THAT THEY MAY WANT TO TAKE
17 ON IN RELATION TO THE BOARD SPECIFICALLY. SO THAT'S
18 WHERE THIS CAME FROM.

19 ALSO, INTERNALLY OFTENTIMES THERE ARE
20 QUESTIONS ABOUT, WHETHER IT'S THE RUBRIC OR THE
21 PATIENT ADVOCATES WHO SIT ON THE GWG AS BOARD
22 MEMBERS, GWG MEMBERS, BUT THEY'RE ALSO BOARD
23 MEMBERS, AN UNDERSTANDING AND COORDINATING EFFORTS
24 AROUND THAT. AGAIN, IF THIS IS SOMETHING THAT WE
25 JUST WANT TO MAKE SURE IS JUST STRICTLY AN INTERNAL

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1 PROCESS THAT THEN COMES TO THE BOARD SEPARATELY,
2 IT'S FINE TO TAKE THIS BULLET POINT OUT.

3 MR. JUELSGAARD: NO, I'M NOT SUGGESTING
4 YOU TAKE IT OUT. I'M JUST TRYING TO UNDERSTAND
5 WHERE THE OUTER BOUNDARIES OF THE BOARD'S EFFORTS
6 ARE VERSUS INTERNAL EFFORTS THAT ARE OVERSEEN BY
7 MANAGEMENT. I THINK IT'S ALWAYS GOOD TO UNDERSTAND
8 THE DIFFERENCE BETWEEN WHAT A BOARD DOES AND WHAT
9 MANAGEMENT DOES.

10 VICE CHAIR BONNEVILLE: I AGREE.

11 MS. WHITE: I WOULD CERTAINLY SAY THAT
12 PRESIDENT AND CEO IS RESPONSIBLE FOR THE OPERATION
13 AND THE SELECTION AND THE HIRING, THE DIVERSITY
14 THERE. AND I BELIEVE THAT THE WAY IT'S LAID OUT
15 HERE, IT'S REALLY TRULY FOR THE BOARD. IT'S ABOUT
16 THE BOARD AND NOT ABOUT THE OPERATION.

17 MR. JUELSGAARD: APPRECIATE THAT
18 CLARIFICATION. GOOD. THANK YOU.

19 MS. WHITE: ALL RIGHT. SO IF YOU'RE
20 COMFORTABLE WITH WHERE WE ARE THERE, CLAUDETTE, DO
21 YOU HAVE ACCESS TO THE TIMELINE?

22 CHAIRPERSON GASSON: BEFORE WE GO TO THE
23 TIMELINE, I WAS WONDERING IF WE COULD HAVE A MOTION
24 TO RECOMMEND APPROVAL OF THESE JOB DESCRIPTIONS TO
25 THE FULL BOARD.

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1 DR. BARRETT: SO MOVED.

2 DR. BLUMENTHAL: SECOND.

3 CHAIRPERSON GASSON: VITO, YOU HAVE YOUR
4 HAND UP. DID YOU HAVE A QUESTION?

5 CHAIRMAN IMBASCIANI: YEAH, I DO, BUT IT
6 CAN CERTAINLY WAIT AFTER THE MOTION BECAUSE IT'S
7 OPEN TO DISCUSSION THEN, RIGHT?

8 CHAIRPERSON GASSON: IT IS NOW OPEN FOR
9 DISCUSSION TO THE COMMITTEE MEMBERS, YES. WE HAVE A
10 MOTION AND A SECOND.

11 CHAIRMAN IMBASCIANI: YES. CAN WE GO BACK
12 TO THE VICE CHAIR, THE BULLET POINTS AT THE TOP?
13 LET'S SEE WHICH ONES. BULLET POINT NO. 2, TAKE THE
14 LEAD ON GOVERNMENT RELATIONS, CALIFORNIA
15 LEGISLATURE, EXECUTIVE BRANCH. AND STEVE'S COMMENTS
16 MADE ME TAKE A LOOK AT THIS. NOW CAN YOU GO BACK TO
17 THE CHAIR, THE EQUIVALENT BULLET POINT FOR THE
18 CHAIR.

19 IF YOU WILL NOTICE HERE, THERE IS --
20 DEPENDING ON HOW YOU DEFINE HEALTHCARE SYSTEM,
21 CALIFORNIA PUBLIC, THERE IS NO REFERENCE TO EITHER
22 THE LEGISLATIVE OR EXECUTIVE BRANCH OF EITHER STATE
23 OR FEDERAL GOVERNMENT. AND THIS REALLY SURPRISED
24 ME. I UNDERSTAND HOW WE GOT TO WHERE WE ARE
25 HISTORICALLY. FOR THE LAST 12 YEARS, THE VICE CHAIR

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1 HAS BEEN A PREEMINENT LEADER IN STATE GOVERNMENT AND
2 BROUGHT OVER A WHOLE WEALTH OF PERSONAL AND
3 INSTITUTIONAL CONNECTIONS. AND OUR PRESENT VICE
4 CHAIR ALSO CAME FROM GOVERNMENT WITH HER OWN
5 CONNECTIONS.

6 BUT I THINK WHAT STEVE POINTED OUT IS
7 THAT'S NOT WHAT PROP 14 SAID. I'M NOT SUGGESTING
8 THAT WE DELETE ANYTHING, BUT I'M THINKING THAT THE
9 SUBCOMMITTEE MIGHT ADD SOMETHING TO 10, EVEN IF IT
10 SAYS WEEK OR MINIMAL, AS SAYING THAT THE CHAIR WILL
11 ASSIST THE VICE CHAIR IN THOSE ACTIVITIES. MARIA,
12 DO YOU HAVE ANY ISSUE WITH THAT?

13 VICE CHAIR BONNEVILLE: NO.

14 CHAIRMAN IMBASCIANI: STEVE?

15 MR. JUELSGAARD: VITO, THANK YOU FOR
16 POINTING ALL THAT OUT BECAUSE THAT'S SORT OF AT THE
17 HEART OF WHAT I WAS ASKING QUESTIONS ABOUT. SO I GO
18 BACK TO WHEN WE WERE -- YOU WEREN'T PRESENT -- BUT
19 WHEN WE WERE MAKING THE SELECTION OF WHO WOULD BE
20 THE CHAIRMAN OF THIS ORGANIZATION. AND FOR ME,
21 ANYWAY, ONE OF THE THINGS THAT I TOOK INTO ACCOUNT,
22 AND I THINK OTHERS DID AS WELL, IS YOUR LONG
23 EXPERIENCE WITH THE CALIFORNIA GOVERNMENT IN
24 HEALTHCARE-RELATED MATTERS AND YOUR CONNECTIONS IN
25 THE GOVERNMENT, NOT JUST IN THE BOND AREA, BUT MORE

1 BROADLY THAN THAT.

2 I PERSONALLY VIEWED THAT AS A POSITIVE.
3 I'M SPEAKING ONLY FOR MYSELF AT THIS POINT, BUT THAT
4 EXPERIENCE WITH CALIFORNIA GOVERNMENT, WHICH
5 INCLUDED BOTH THE LEGISLATURE AND THE GOVERNOR'S
6 OFFICE OR THE ADMINISTRATION, I THOUGHT WAS A
7 SIGNIFICANT POSITIVE. AND SO TO FIND THAT THAT
8 PARTICULAR REFERENCE, WHICH IS IN MARIA'S LIST OF
9 THINGS, AND TO NOT HAVE IT IN YOURS JUST SEEMED ODD
10 TO ME BOTH BASED ON THE LANGUAGE OF PROP 14 ON THE
11 ONE HAND AND WHAT I THOUGHT WAS AN IMPORTANT
12 ATTRIBUTE OF YOURS ON THE OTHER.

13 CHAIRPERSON GASSON: ARE THERE OTHER
14 COMMENTS ON THIS TOPIC?

15 DR. LEVITT: YEAH. IT'S PAT. SO I'M OKAY
16 IF THEIR LANGUAGE IS ASSISTANT, BUT THE CHALLENGE I
17 SEE IS TO MAKE SURE THAT THERE'S -- THE SHARES
18 RESPONSIBILITY BY ENGAGING WITH THE HEALTHCARE
19 SYSTEM AND THE CALIFORNIA PUBLIC WRIT LARGE IS
20 ENORMOUS. THAT'S A GIANT RESPONSIBILITY. AND SO
21 ADDING ENGAGEMENT WITH LEGISLATIVE COMPONENTS AS
22 WELL TO ME SEEMS EXCESSIVE, AND THAT THE PRIMARY
23 RESPONSIBILITIES FOR EACH OF THESE NEEDS TO BE
24 DIVIDED, IN ADDITION TO WHICH THE BOARD CHAIR HAS
25 THE PRIMARY RESPONSIBILITY FOR OVERSEEING THE

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1 PRESIDENT AND CEO, WHICH IS ALSO ANOTHER ENORMOUS
2 TASK.

3 SO I'M JUST RELUCTANT TO HAVE -- IF IT
4 SAYS ASSIST THE VICE CHAIR, I'M OKAY WITH THAT; BUT
5 I DON'T THINK IT SHOULD BE ANY MORE EXTENSIVE THAN
6 THAT TO MAKE SURE THAT THE MAJOR FOCUS IN TERMS
7 ENGAGING WITH HEALTHCARE SYSTEM AND IN PARTICULAR
8 THE CALIFORNIA PUBLIC IS THE LEAD RESPONSIBILITIES
9 FOR THIS ITEM.

10 CHAIRPERSON GASSON: THANK YOU, PAT. ARE
11 THERE OTHER COMMENTS? VITO, ARE YOU RAISING YOUR
12 HAND?

13 CHAIRMAN IMBASCIANI: YES. MAY I JUST
14 RESPOND TO PAT'S COMMENT. PAT, I THINK THAT'S FINE.
15 I THINK YOU SAID IT VERY WELL. I'M VERY COMFORTABLE
16 ASSISTING MARIA IN THIS. FOR EXAMPLE, IS IT NEXT
17 WEEK, NO, I GUESS IT'S EARLY IN MARCH THAT WE ARE
18 BOTH OF US GOING TO THE CAPITOL IN SACRAMENTO. AND
19 WE HAVE APPOINTMENTS LINED UP WITH SEVEN LEGISLATORS
20 BOTH IN THE SENATE AND ASSEMBLY. WE'RE DOING IT
21 TOGETHER. EVEN IF I DIDN'T GO, THERE CERTAINLY
22 WOULD HAVE BEEN COLLABORATIVE MEETINGS BETWEEN THE
23 TWO OF US ON WHAT THAT MESSAGE AND/OR ASKS, IF YOU
24 WILL, WOULD BE. THAT'S FINE. THE SAME THING WOULD
25 HAPPEN IF WE HAD SOMEBODY IN OUR SIGHTS TO SPEAK

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1 WITH IN WASHINGTON, D.C. SO I'M COMFORTABLE WITH
2 THAT, BUT A LITTLE UNCOMFORTABLE WHEN THERE'S NO
3 REFERENCE TO GOVERNMENT RELATIONS WRIT LARGE.

4 CHAIRPERSON GASSON: SO I THINK WE WOULD
5 AMEND THE MOTION TO INCLUDE LANGUAGE THAT PAT
6 DESCRIBED ABOUT ASSISTING THE VICE CHAIR WITH THESE
7 GOVERNMENT RELATIONS. IS THAT OKAY WITH YOU, SUSAN?

8 MS. WHITE: YES, ABSOLUTELY. I'VE MADE
9 NOTE OF IT.

10 CHAIRPERSON GASSON: OKAY. ANY OTHER
11 COMMENTS FROM GOVERNANCE SUBCOMMITTEE MEMBERS THAT
12 ARE ON THIS ZOOM? IS THERE ANY PUBLIC COMMENT?

13 MR. TOCHER: WE'RE CHECKING. IT DOESN'T
14 APPEAR TO BE ANY.

15 CHAIRPERSON GASSON: OKAY. THEN WE
16 SHOULD -- SHALL WE CALL FOR A VOTE?

17 MR. TOCHER: I'LL TAKE THE ROLL. WE'LL
18 ALSO INCLUDE UPDATES, WHEN THIS COMES TO THE BOARD,
19 THE CHANGES THAT STEVE JUELSGAARD MENTIONED
20 REGARDING CONFORMING WITH THE WORK FROM HOME POLICY.

21 CHAIRPERSON GASSON: YES, INDEED. THANK
22 YOU.

23 MR. TOCHER: KIM BARRETT.

24 DR. BARRETT: AYE.

25 MR. TOCHER: DAN BERNAL. GEORGE

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1 BLUMENTHAL .
2 DR. BLUMENTHAL: YES.
3 MR. TOCHER: MARIA BONNEVILLE.
4 VICE CHAIR BONNEVILLE: YES.
5 MR. TOCHER: ANNE-MARIE DULIEGE. LINDA
6 BOXER. ELENA FLOWERS.
7 DR. FLOWERS: YES.
8 MR. TOCHER: JUDY GASSON.
9 CHAIRPERSON GASSON: YES.
10 MR. TOCHER: VITO IMBASCIANI.
11 CHAIRMAN IMBASCIANI: YES.
12 MR. TOCHER: STEPHEN JUELSGAARD.
13 DR. JUELSGAARD: YES.
14 MR. TOCHER: PAT LEVITT.
15 DR. LEVITT: YES.
16 MR. TOCHER: LINDA MALKAS. ADRIANA
17 PADILLA.
18 DR. PADILLA: YES.
19 MR. TOCHER: JUST MAKING SURE OUR COUNT IS
20 GOOD. GREAT. THAT MOTION CARRIES NINE TO ZERO.
21 CHAIRPERSON GASSON: TERRIFIC. OKAY.
22 SUSAN, ON TO THE NEXT ITEM, WHICH IS SURVEY
23 QUESTIONS FOR THE CHAIR PLEASE.
24 MS. WHITE: SURE. IN THAT CASE,
25 CLAUDETTE, COULD YOU PLEASE BRING UP THE CHAIR'S

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1 SURVEY QUESTIONS. AND JUST TO GIVE YOU A QUICK
2 OVERVIEW FOR THE SURVEY QUESTIONS, THE GOAL WAS TO
3 MAKE THIS MEANINGFUL AND TO STREAMLINE WHAT HAD BEEN
4 DONE IN THE PAST WHEN WE DID THE PRESIDENT AND CEO
5 TOGETHER. BACK WHEN WE HAD DONE THAT WHEN WE HAD 40
6 QUESTIONS, WE INVITED COMMENT AFTER EVERY CATEGORY.
7 AND INSTEAD, WHAT YOU'RE GOING TO SEE ON THESE TWO
8 FOR THE CHAIR, THIS ASSESSMENT IS 18 QUESTIONS. AND
9 RATHER THAN INVITE COMMENTS ALL THE WAY THROUGH, AT
10 THE END I'M ASKING FOR THREE POSITIVE AND THREE
11 NEGATIVES, MEANING THREE PLUSES AND THREE NEGATIVES,
12 MEANING THREE AND THREE SUGGESTIONS FOR IMPROVEMENT,
13 FOR EACH OF THEM.

14 FOR THE VICE CHAIR IT'S 15 QUESTIONS. I
15 FORMULATED THE QUESTIONS FROM THE JOB DESCRIPTIONS.
16 SO IF THERE'S -- THE COUPLE OF CHANGES WE TALKED
17 ABOUT HERE, IF THERE'S ANYTHING YOU WANT ME TO
18 CHANGE ON THE ASSESSMENT, IT'S CERTAINLY A GOOD TIME
19 TO HAVE DIALOGUE ON THAT.

20 THE POINT OF THIS WOULD BE THAT WE WOULD
21 ASK INDIVIDUALS TO COMPLETE THE ASSESSMENT, AND WE
22 WOULD INVITE SOME OF THE RESPONDENTS TO ALSO DO
23 INTERVIEWS, SIMILAR TO WHAT WE HAD DONE WITH THE
24 PRESIDENT AND CEO. THE CATEGORIES OF WHO WOULD
25 COMPLETE THE BOARD CHAIR ASSESSMENT, WE WOULD ASK

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1 THE INCUMBENT, VITO, TO ASSESS HIMSELF WITH THE SAME
2 QUESTIONS. WE WOULD ASK HIS DIRECT REPORTS, WHICH
3 IN THIS CASE WOULD BE THE INTERIM PRESIDENT AND CEO.
4 WE WOULD ASK -- A CATEGORY WOULD BE THE BOARD
5 GOVERNANCE SUBCOMMITTEE, AND THEN ALL OTHER ICOC
6 MEMBERS AND ALTERNATIVES WOULD BE THE FINAL
7 CATEGORY.

8 INCLUDED WITH THE BOARD GOVERNANCE
9 SUBCOMMITTEE, WE WOULD ASK THE VICE CHAIR. AND THE
10 REASON THAT WE WOULD HAVE THESE IN FOUR DIFFERENT
11 GROUPINGS IS SO THAT WE HAVE AN OPPORTUNITY TO
12 COMPARE. ASSUMING THAT THE BOARD GOVERNANCE
13 SUBCOMMITTEE AND THE VICE CHAIR WOULD HAVE THE MOST
14 INTIMATE WORKING RELATIONSHIP AND KNOWLEDGE OF THE
15 CHAIRS.

16 SO IT WOULD BE THE EXACT SAME THING FOR
17 THE VICE CHAIR. SO WHEN WE DO MARIA'S, SHE WOULD
18 HAVE AN OPPORTUNITY TO COMPLETE HER SELF-ASSESSMENT.
19 THE BOARD GOVERNANCE SUBCOMMITTEE AND THE BOARD
20 CHAIR WOULD BE THE SECOND CATEGORY OF RESPONDENTS.
21 THE THIRD WOULD BE HER DIRECT REPORTS. AND THEN THE
22 FOURTH AND FINAL WOULD BE ALL OTHER ICOC MEMBERS AND
23 ALTERNATES. SO THAT WAS JUST A HEADS UP OF WHO
24 WOULD BE DOING THIS.

25 SO IF WE WANTED TO, CLAUDETTE, IF YOU

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1 WANTED TO GO TO THE BEGINNING, YOU WILL SEE THAT I
2 GROUPED THE CATEGORIES, THE QUESTIONS IN THE
3 CATEGORIES. AND SO FOR THE CHAIR, THERE'S FIVE
4 CATEGORIES, STARTING WITH THE LEADERSHIP OF THE
5 BOARD. SO ACTUALLY RUNNING THE MEETINGS, RUNNING
6 THE BOARD OPERATIONS. EXTERNAL REPRESENTATION IS
7 THE SECOND CATEGORY. FISCAL OVERSIGHT IS THE THIRD.
8 COMMUNICATION IS THE FOURTH. AND THEN COMPLIANCE
9 AND PUBLIC ACCOUNTABILITY IS THE FIFTH.

10 SO I DON'T KNOW IF YOU HAD AN OPPORTUNITY
11 TO GO THROUGH THESE IN DETAIL, BUT I THOUGHT PERHAPS
12 YOU'D WANT TO POINT OUT ANY QUESTIONS THAT YOU HAVE.
13 IF IT'S HELPFUL, WE CAN GO SECTION BY SECTION.

14 DR. LEVITT: I'D JUST MAKE ONE COMMENT,
15 SUSAN. IT'S PAT. PART OF THE CHALLENGE OF THESE
16 SURVEYS, PARTICULARLY FOR BOARD MEMBERS, IS THE WAY
17 IN WHICH THEY'RE GOING TO BE ABLE TO EVALUATE BASED
18 ON INFORMATION THAT THEY RECEIVE. AND SO FOR SOME
19 OF THESE QUESTIONS WITH THE CATEGORIES, AGAIN I'M
20 SPEAKING FOR MYSELF, IT'S A REAL CHALLENGE IF
21 THERE'S NOT SOME WAY OF -- AND MAYBE IT'D HAVE TO GO
22 IN THE JOB DESCRIPTION, WHICH WE JUST VOTED ON, IS
23 TO PROVIDE REGULAR UPDATES WITHIN THESE CATEGORIES
24 TO THE BOARD SO THAT THE BOARD HAS A REFERENCE FOR
25 BEING ABLE TO MAKE JUDGMENTS.

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1 AND I THINK THIS ISSUE CAME UP WITH OTHER
2 SURVEYS THAT HAVE BEEN DONE WHERE IT'S A REAL
3 CHALLENGE TO FIGURE OUT HOW TO ANSWER THESE BECAUSE
4 THE DAILY OR THE REGULAR CONTACT FOR BOARD MEMBERS
5 IS LIMITED TO THE MEETINGS OR IF THERE'S OUTREACH
6 FROM THE BOARD CHAIR TO MEMBERS. AND WE HAVE 33
7 MEMBERS NOW, AND HOW MANY OF THESE CAN BE DONE?

8 SO TO ME THE SOLUTION IS SOMETHING IN
9 WHICH THERE WOULD BE REGULAR REPORTS WITHIN EACH OF
10 THESE DOMAINS TO THE BOARD BY THE BOARD CHAIR. I
11 DON'T KNOW IF THAT IS IN THE JOB DESCRIPTION. MAYBE
12 THERE'S SOMETHING ABOUT COMMUNICATING REGULARLY WITH
13 THE BOARD ABOUT PROVIDING UPDATES, ET CETERA. IF
14 THERE IS, THAT'S FINE AND THAT'S THE MECHANISM. BUT
15 I JUST WANTED TO CALL THAT OUT.

16 MS. WHITE: I THINK THAT'S A FAIR POINT.
17 IT'S EDUCATIONAL IN NATURE WHEN THE BOARD SEES WHAT
18 THE EXPECTATIONS ARE OF THE INDIVIDUAL, BUT BY THAT
19 POINT THEY HAVEN'T BEEN PAYING ATTENTION OR
20 MONITORING IT UNLESS YOU'RE FEEDING THEM THE
21 INFORMATION ALL ALONG. SO I THINK IT'S A VERY FAIR
22 POINT.

23 ADRIANA, DO YOU WANT TO GO AHEAD AND SHARE
24 YOUR THOUGHT?

25 DR. PADILLA: I HAD THE SAME THOUGHTS AS

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1 PAT. THANK YOU, PAT. AND MAYBE CAN WE HEAR FROM
2 OUR CHAIR AND VICE CHAIR ABOUT HOW THEY MIGHT BE
3 ABLE TO EDUCATE OR SHARE THEIR SUCCESSES IN THESE
4 AREAS OR WHAT THEIR PLANS ARE FOR THE YEAR THAT
5 MIGHT HELP IN DEFINING THIS ISSUE A LITTLE BIT MORE
6 THOROUGHLY FOR US? I COULDN'T ANSWER A LOT OF THESE
7 AREAS BECAUSE I DIDN'T HAVE INFORMATION LAST TIME.

8 MS. WHITE: FAIR POINT. STEVE, DID YOU
9 WANT TO ADD A POINT TOO?

10 MR. JUELSGAARD: WELL, IT KIND OF
11 DOVETAILS WITH WHAT ADRIANA WAS JUST SAYING. SO YOU
12 INDICATED THAT WE'RE GOING TO ASK BOTH VITO AND
13 MARIA TO DO SELF-EVALUATIONS, RIGHT?

14 MS. WHITE: RIGHT.

15 MR. JUELSGAARD: THOSE SELF-EVALUATIONS
16 NEED TO, IN MY MIND -- IN MY MIND THESE
17 SELF-EVALUATIONS NEED TO PRECEDE, I.E, COME BEFORE,
18 THE EVALUATION BY THE EVALUATORS, THE BOARD MEMBERS
19 IN THIS CASE, FOR EXAMPLE, SO THAT WE UNDERSTAND
20 WHAT THEY HAVE OR HAVEN'T DONE WITH REGARD TO EACH
21 OF THESE. AND THIS KIND OF -- WE CAN HAVE THESE
22 UPDATES AT THE BOARD MEETING, BUT I THINK TO HAVE
23 THEM ALL IDENTIFIED IN ONE SITTING COMING BEFORE OUR
24 EVALUATION WOULD BE QUITE HELPFUL. SO I'M HOPING
25 THE SELF-ASSESSMENTS ARE BEFORE WE'RE ASKING BOARD

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1 MEMBERS TO DO THEIR OWN ASSESSMENTS.

2 MS. WHITE: THAT'S A FAIR POINT. AND
3 THEN, VITO, DID YOU WANT TO ADD SOMETHING TOO?

4 CHAIRMAN IMBASCIANI: SURE. LET ME FOLLOW
5 UP ON WHAT STEVE JUST SAID. STEVE, I ENVISION YOU
6 ALL SITTING DOWN WITH THIS SURVEY MONKEY OR WHATEVER
7 FORMAT IT TAKES ON THE LEFT SIDE OF THE TABLE, AND
8 ON THE RIGHT SIDE YOU'VE GOT MARIA AND MYSELF
9 EVALUATION HAND IN HAND. SO, OF COURSE, I WOULD
10 AGREE THAT IT SHOULD GO FIRST AND THAT YOU SHOULD
11 ALL HAVE IT AND HAVE READ IT BEFORE YOU START
12 CHECKING OFF BOXES OR ASSIGNING SCORES.

13 SECONDLY, THESE CRITERIA -- SUSAN, IT'S A
14 GREAT LIST OF QUESTIONS. COULD YOU SCROLL. INVITES
15 DIFFERENT OPINIONS. MAYBE IT'S 4.4. THAT ONE. AND
16 CAN YOU GO UP FURTHER JUST TO REFRESH MY MEMORY HERE
17 BECAUSE I'M LOOKING AT THIS. MAYBE IT'S IN THE
18 TWOS. SO HERE'S A POINT. IT'S NOT AN OBJECTION,
19 BUT -- AND I'D BE HAPPY TO TAKE ADRIANA'S SUGGESTION
20 IN REPORTING ON ALL OF THESE AND OTHER CATEGORIES.
21 THERE'S JUST ONE PROBLEM. MOST OF MY COMMUNICATION
22 WITH BOARD MEMBERS, AND I'VE REACHED OUT TO AT LEAST
23 A DOZEN AND I'M GOING TO SAY A HANDFUL ON MORE THAN
24 ONE OCCASION AND TWO OR THREE OF THEM FOUR OR FIVE
25 TIMES EACH.

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1 AND THIS IS IN SPITE OF THE FACT THAT
2 ISSUES SURROUNDING THE LAST PRESIDENT, I FEEL, STOLE
3 THREE MONTHS OUT OF MY YEAR. BUT I APPROACHED THESE
4 BOARD MEMBERS BECAUSE I THOUGHT THAT THEY WOULD AT
5 SUBSEQUENT BOARD MEETINGS, WHEN A TOPIC CAME UP FOR
6 DISCUSSION, THAT THEY WERE GOING TO EITHER BE
7 CONFUSED OR BE ACTIVELY -- DON'T TAKE THAT THE WRONG
8 WAY -- OR BE ACTIVELY IN OPPOSITION TO SOMETHING
9 THAT I FELT STRONGLY ABOUT OR THAT I FELT A MAJORITY
10 OF THE BOARD WAS GOING TO VOTE FAVORABLY ON. SO
11 OUTREACH TO INDIVIDUAL BOARD MEMBERS TO UNDERSTAND
12 BETTER WHERE THEY WERE COMING FROM IN THEIR
13 OBJECTION OR THEIR CONFUSION ON SOMETHING. AND THIS
14 SPANS THE WHOLE GAMUT OF THINGS WE'VE TALKED ABOUT,
15 A LOT OF IT TO DO WITH THE NEURO TASK FORCE AND
16 OTHER INITIATIVES. THESE ARE CONVERSATIONS THAT I
17 WOULD NOT WANT TO REPORT ON IN ANY WAY. I THINK I
18 WOULD BE VIOLATING PERSONAL TRUST WITH BOARD
19 MEMBERS.

20 I THINK THERE'S PROBABLY A WAY IN A
21 QUANTITATIVE WAY TO REPORT, ADRIANA, TO THE BOARD
22 MEMBERS AND SAY, YEAH, I REACHED OUT ON THE NEURO
23 TASK FORCE TO SIX INDIVIDUAL BOARD MEMBERS, NOT
24 VIOLATING ANY BAGLEY KEENE ISSUES, TO UNDERSTAND
25 BETTER THE REMARKS THEY MADE AT THE LAST BOARD

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1 MEETING. BUT THAT'S THE ONLY PROVISIO I WOULD RAISE
2 AT THIS POINT. IT'S SORT OF A CONFIDENTIAL MATTER
3 BETWEEN THE CHAIR AND INDIVIDUAL BOARD MEMBERS.

4 CHAIRPERSON GASSON: ADRIANA, DID YOU WANT
5 TO CLARIFY?

6 DR. PADILLA: YEAH. THAT ACTUALLY IS
7 HELPFUL. I'VE BEEN ON, FOR INSTANCE, A COMMUNITY
8 HEALTH CENTER BOARD AND THE CHAIR OF THE BOARD WOULD
9 SEND OUT, I DON'T KNOW IF IT WAS -- MONTHLY IS TOO
10 MUCH, BUT MAYBE QUARTERLY ACCOMPLISHMENTS FOR THE
11 QUARTER, WHAT YOU'VE ACCOMPLISHED IN CERTAIN AREAS.
12 AND IT CAN BE GENERIC, BUT AT LEAST I KNOW THAT I
13 HAD AN IDEA OF WHAT WAS GOING ON DURING THE YEAR,
14 NOT JUST AT A SIT-DOWN AT THE END OF THE YEAR.
15 THAT'S WHAT I WAS REFERRING TO. THANK YOU.

16 CHAIRPERSON GASSON: I'D LIKE TO GIVE
17 MARIA A CHANCE TO SPEAK. GO AHEAD.

18 VICE CHAIR BONNEVILLE: THANKS. I THINK
19 THAT PART OF OUR JOB IS TO MAKE SURE THAT THINGS RUN
20 SMOOTHLY AND THAT THINGS ARE GOING WELL AND THAT
21 DOES INVOLVE INDIVIDUAL CONVERSATIONS WITH BOARD
22 MEMBERS. THAT IS NOT TO SAY, HOWEVER, THAT WE
23 CANNOT REPORT BACK ON THE EFFORTS WE'VE MADE AND
24 SHOW EXAMPLES OF SITUATIONS WHERE PERHAPS THERE WAS
25 CONFUSION ABOUT A PARTICULAR PROGRAM AND THAT IT

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1 HELPED TO ENGAGE IN CONVERSATIONS WITH BOARD
2 MEMBERS.

3 WHAT I'VE TRIED TO DO IS FOR DIFFERENT
4 ASPECTS, FOR EXAMPLE, FOR THINGS WITH ACCESS AND
5 AFFORDABILITY, THE BOARD MEMBERS WHO SIT ON THAT
6 COMMITTEE, WHEN THINGS ARE ACCOMPLISHED AND WHEN
7 THERE ARE DIFFERENT MILESTONES THAT ARE MET, I REACH
8 OUT TO THEM AND LET THEM KNOW WHAT IS GOING ON AS
9 MEMBERS OF THAT WORKING GROUP.

10 I'VE NO PROBLEM. I THINK IT'S A GREAT
11 IDEA TO REPORT BACK QUARTERLY IN WHATEVER FORM THE
12 GROUP WOULD LIKE ABOUT THINGS THAT ARE GOING ON IN
13 THE ORGANIZATION, HOW WE'VE MOVED THINGS ALONG,
14 WHERE THINGS ARE IN OUR DIFFERENT JOBS INSOFAR AS
15 WHAT OUR GOALS ARE AND OUR ACCOMPLISHMENTS. SO I
16 THINK IF THAT'S WHAT WORKS, I THINK THAT'S GREAT.
17 OR AN EMAIL OR HOWEVER THE BOARD WOULD LIKE TO DO
18 THAT SO THAT IT'S MORE HELPFUL WHEN IT'S TIME TO
19 GATHER INFORMATION FOR A REVIEW.

20 CHAIRPERSON GASSON: THANK YOU VERY MUCH.
21 PAT HAS HIS HAND UP.

22 DR. LEVITT: I WAS GOING TO SAY MY COMMENT
23 WASN'T MEANT TO GENERATE AN INVENTORY LIST OF WHO
24 THE BOARD CHAIR AND VICE CHAIR HAVE SPOKEN TO. I
25 HAVE TO REPORT BACK TO WHO OVERSEES ME. HE DOESN'T

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1 ASK FOR A LIST OF WHO I MET WITH.

2 AND SO LOOK AT QUESTION 1.4, A SCORE, KEEP
3 A PULSE ON WHAT'S HAPPENING IN ALL SUBCOMMITTEES AND
4 WORKING GROUPS THROUGH PERIODIC ATTENDANCE AT
5 MEETINGS, AND OPEN DIALOGUES WITH CHAIRS, CO-CHAIR,
6 AND WORKING GROUP LEADS. HOW DOES ANYBODY ANSWER
7 THAT IF THEY DON'T KNOW OR GET A SENSE, WHATEVER THE
8 TIME FRAME IS IN TERMS OF REPORTING, HERE'S WHAT
9 WE'VE BEEN DOING ON VARIOUS SUBCOMMITTEES?
10 EFFECTIVELY COMMUNICATES THE AGENCY'S STRATEGIC
11 VISION AND STRATEGY TO A VARIETY OF EXTERNAL
12 STAKEHOLDERS. THAT'S BASICALLY HERE'S SOME OF THE
13 STAKEHOLDERS THAT WE'VE BEEN ENGAGING WITH ON SUCH
14 TOPICS. THE BOARD NEEDS TO KNOW THAT. THE BOARD
15 HAS -- I DON'T KNOW HOW LONG I'VE BEEN ON. IT SEEMS
16 LIKE A HUNDRED YEARS, BUT PROBABLY MORE LIKE TWO,
17 THREE YEARS. BUT I CAN TELL YOU, THOUGH, WHEN I
18 LOOK AT SOME OF THESE QUESTIONS, I CAN'T ANSWER
19 THEM. I'M ON A LOT OF SUBCOMMITTEES, BUT I STILL
20 CAN'T ANSWER THEM IN RELATION TO THE WORK OF THE
21 CHAIR OR THE VICE CHAIR BECAUSE WE JUST DON'T HAVE
22 THAT INFORMATION.

23 BUT IT'S NOT ABOUT A LIST OF CONVERSATIONS
24 AND THOSE SORTS OF THINGS. IT'S ABOUT MORE OF A
25 GESTALT OF WHAT'S GOING ON IN EACH OF THESE DOMAINS.

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1 AND THEN I THINK, AT LEAST FROM MY PERSPECTIVE, I
2 COULD ANSWER SOME OF THESE QUESTIONS, BUT SOME OF
3 THESE QUESTIONS I LITERALLY COULD NOT ANSWER BECAUSE
4 I WOULDN'T HAVE THE INFORMATION. AND USING EACH OF
5 YOUR EVALUATIONS OF YOURSELF PROVIDES SOME INSIGHT,
6 BUT IT DOESN'T NECESSARILY PROVIDE THE INSIGHT TO BE
7 ABLE TO ANSWER THESE QUESTIONS. AND I JUST DON'T
8 WANT TO DO A SURVEY FOR SURVEY'S SAKE TO DO AN
9 EVALUATION. IT SHOULD BE AN EVALUATION THAT'S
10 MEANINGFUL FOR EACH OF YOU IN TERMS OF GETTING
11 FEEDBACK AND FEELING GREAT ABOUT WHAT YOU'RE DOING.
12 THEN SOME AREAS IN WHICH THE BOARD FEELS THAT
13 THERE'S OPPORTUNITIES FOR ADDITIONAL INVESTMENTS OF
14 TIME.

15 CHAIRPERSON GASSON: THANK YOU, PAT. I
16 THINK WHAT PAT AND A NUMBER OF OTHER PEOPLE ARE
17 SAYING, AND, VITO, I'LL CALL ON YOU IN JUST A
18 SECOND, IS THAT YOU HAVE THESE FIVE BUCKETS HERE OF
19 DIFFERENT CATEGORIES OF ACTIVITIES. WHATEVER WAY
20 YOU CHOOSE TO PURSUE THOSE, IT WOULD BE REALLY
21 USEFUL AT A BOARD MEETING IF YOU WERE JUST TO
22 BRIEFLY SUMMARIZE WHAT YOU WERE DOING IN ANY OR ALL
23 OF THEM IN TERMS OF MAKING PROGRESS WITH
24 COMMUNICATING, FOR EXAMPLE, WITH THE OUTSIDE WORLD.

25 VITO.

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1 CHAIRMAN IMBASCIANI: REALLY JUST A
2 QUESTION MAYBE FOR SCOTT. SURE, IF I DID THIS AT A
3 BOARD MEETING AS PART OF THE CHAIR REPORT, THAT'S
4 PUBLIC KNOWLEDGE. SCOTT, IF I WERE TO SEND THIS OUT
5 AS AN EMAIL TO ALL BOARD MEMBERS, THAT WOULD BE
6 CONSIDERED A PUBLIC DOCUMENT?

7 MR. TOCHER: THAT'S CORRECT.

8 CHAIRPERSON GASSON: THAT'S FINE. WE'RE A
9 PUBLIC AGENCY. THAT'S HOW IT GOES.

10 DR. LEVITT: IT'S INFORMATIONAL. I THINK
11 THAT'S FINE.

12 CHAIRMAN IMBASCIANI: OKAY. GOOD.

13 CHAIRPERSON GASSON: GOOD. ANY OTHER
14 COMMENTS ON THIS SURVEY? IF NOT, WE'LL GO ON TO THE
15 VICE CHAIR. I DON'T SEE ANY HANDS, SUSAN.

16 MS. WHITE: CLAUDETTE, IF WE COULD HAVE
17 THE VICE CHAIR. THANK YOU.

18 AS YOU LOOK AT THESE QUESTIONS, YOU WILL
19 SEE THAT THEY WERE DRAWN FROM THE JOB DESCRIPTION OF
20 THE VICE CHAIR. AND THERE'S JUST 15 QUESTIONS AND
21 THEN THE THREE PLUSES AND THREE MINUSES INVITING
22 COMMENTS AT THE END.

23 STEVE, PLEASE.

24 MR. JUELSGAARD: SO I WAS LOOKING AT NO.
25 3.1, AND IT FOCUSES SIMPLY ON STRONG -- IT'S MEMBERS

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1 THAT REFLECT STRONG PUBLIC OUTREACH AND
2 COMMUNICATION, BUT REALLY DOESN'T SPEAK TO. SO THIS
3 IS THE CHAIRMAN OF THE AAWG, THE PERSON THAT'S IN
4 CHARGE. I WOULD THINK THAT WE WOULD WANT TO ADD
5 LANGUAGE THAT NOT ONLY ARE THEY THESE THINGS, BUT
6 THAT THEY ARE ALSO KNOWLEDGEABLE AND EXPERIENCED IN
7 THE AREAS OF ACCESS AND AFFORDABILITY. WE WANT
8 MEMBERS WHO HAVE THAT KIND OF GROUNDING IN ADDITION
9 TO OR MAYBE EVEN BEFORE STRONG PUBLIC OUTREACH AND
10 COMMUNICATION BECAUSE IN MARIA'S CASE, IF SHE HAS
11 MEMBERS THAT SHE'S INHERITED THAT AREN'T
12 KNOWLEDGEABLE, AREN'T ACTIVELY MAKING A DIFFERENCE,
13 THEN IT SEEMS TO ME THAT IT'S IN HER PURVIEW TO
14 RELEASE THEM AS MEMBERS AND RECRUIT NEW MEMBERS.

15 MS. WHITE: YOU WOULD TIGHTEN THAT
16 LANGUAGE TO SAY NOT ONLY REFLECT STRONG PUBLIC
17 OUTREACH, COMMUNITY COMMUNICATION, BUT STRONG
18 KNOWLEDGE EXPERTS AT DOING THIS.

19 MR. JUELSGAARD: STRONG KNOWLEDGE AND
20 EXPERTISE ON ACCESS AND AFFORDABILITY, VERY SPECIFIC
21 AS TO WHAT KNOWLEDGE AND EXPERIENCE IS.

22 CHAIRPERSON GASSON: THANK YOU, STEVE.
23 CLAUDETTE, IS THERE MORE TO GO? THERE WE GO.

24 MS. WHITE: STEVE, IS YOUR HAND STILL
25 RAISED?

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1 MR. JUELSGAARD: SORRY. NO. LET ME GET
2 RID OF MINE.

3 CHAIRPERSON GASSON: KIM.

4 DR. BARRETT: HOW IS IT INTENDED THAT 4.1
5 AND 4.2 ARE DIFFERENT?

6 MS. WHITE: I PROBABLY MISINTERPRETED, BUT
7 I ASSUMED THAT THERE IS AN ENTITY IN SACRAMENTO THAT
8 THERE'S A COMMUNICATION WITH, A CERTAIN OFFICE
9 HOLDER, AND PERHAPS THERE'S NOT. MAYBE IT'S MEANT
10 TO BE MORE IN GENERAL.

11 MR. JUELSGAARD: MARIA?

12 MS. WHITE: DO YOU HAVE A POINT OF VIEW,
13 MARIA, ON THAT?

14 VICE CHAIR BONNEVILLE: I WOULD SAY THAT
15 THEY'RE THE SAME.

16 MS. WHITE: CAN CERTAINLY TAKE OUT 4.2.

17 VICE CHAIR BONNEVILLE: IF YOU MEAN
18 SACRAMENTO LIKE OTHER THINGS, FOR EXAMPLE, PUBLIC
19 HEALTH DEPARTMENT, THINGS THAT MAY NOT BE CAPTURED
20 IN THE FIRST ONE, YOU COULD KEEP IT AS --

21 YES, VITO, YOU HAVE YOUR HAND RAISED.

22 CHAIRMAN IMBASCIANI: I WOULD DISAGREE.
23 THEY'RE NOT THE SAME THING.

24 VICE CHAIR BONNEVILLE: THAT'S WHERE I WAS
25 JUST HEADED.

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1 CHAIRMAN IMBASCIANI: MARIA, YOU HAVE A
2 LOT OF RELATIONSHIPS WITH THE CONSTITUTIONAL
3 OFFICERS THAT ARE NOT PART OF EITHER LEGISLATIVE OR
4 EXECUTIVE BRANCH OF GOVERNMENT, THE TREASURER'S
5 OFFICE, THE CONTROLLER'S OFFICE, AND THINGS LIKE
6 THAT.

7 DR. BARRETT: SO I THINK YOU NEED TO BE
8 MORE EXPLICIT. THEN OTHERWISE BOARD MEMBERS WON'T
9 KNOW WHAT THIS MEANS, AND I LIVE IN SACRAMENTO.

10 MS. WHITE: SO YOU WOULD DESCRIBE THAT AS
11 TREASURER'S OFFICE OR CONSTITUTIONAL OFFICES? WHAT
12 WOULD BE THE CORRECT TERM?

13 CHAIRMAN IMBASCIANI: WHAT DO YOU THINK,
14 MARIA, CONSTITUTIONAL OFFICERS?

15 VICE CHAIR BONNEVILLE: I DON'T KNOW
16 BECAUSE, AGAIN, IF WHAT WE'RE TALKING ABOUT ARE
17 OTHER PUBLIC AGENCIES THAT HELP FURTHER OUR MISSION,
18 FOR EXAMPLE, PUBLIC HEALTH DEPARTMENT, OFFICE OF
19 HEALTHCARE AFFORDABILITY, THINGS LIKE THAT.

20 CHAIRMAN IMBASCIANI: THOSE ARE ALL PART
21 OF THE EXECUTIVE BRANCH BECAUSE THEY FALL UNDER THE
22 AGENCY HEALTH AND HUMAN SERVICES.

23 VICE CHAIR BONNEVILLE: OKAY.

24 CHAIRMAN IMBASCIANI: I'M TRYING TO THINK,
25 I DON'T KNOW, SECRETARY OF STATE. THERE MIGHT BE

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1 OCCASION IF YOU'RE GOING TO TALK ABOUT SOMETHING ON
2 THE BALLOT.

3 DR. BARRETT: DOESN'T THAT FALL UNDER THE
4 EXECUTIVE BRANCH, VITO?

5 CHAIRMAN IMBASCIANI: NO. NO. THEY'RE
6 ELECTED BY ALL THE CITIZENS.

7 CHAIRPERSON GASSON: COULD WE MAKE IT SORT
8 OF VAGUE? AND RATHER THAN TRYING TO DESCRIBE IT,
9 SAY SOMETHING LIKE KEEP OTHER --

10 CHAIRMAN IMBASCIANI: STATE OFFICIALS.

11 CHAIRPERSON GASSON: -- STATE OFFICIALS AS
12 IT WOULD BE HELPFUL OR USEFUL TO BE INFORMED WITH
13 THE ACHIEVEMENTS, THE OPPORTUNITIES, AND THE
14 CHALLENGES.

15 MS. WHITE: GOT IT. GOOD.

16 CHAIRPERSON GASSON: OKAY. OTHER COMMENTS
17 ON THE VICE CHAIR'S SURVEY? OKAY. I DON'T SEE ANY
18 OTHER COMMENTS. AND SO WE COULD -- IF WE COULD HAVE
19 A MOTION TO RECOMMEND APPROVAL WITH THE CHANGES THAT
20 WE'VE DISCUSSED OF THE SURVEY OF THE CHAIR AND THE
21 VICE CHAIR TO THE FULL BOARD?

22 DR. BLUMENTHAL: SO MOVED.

23 CHAIRPERSON GASSON: THANK YOU, GEORGE.

24 MR. JUELGAARD: SECOND.

25 CHAIRPERSON GASSON: THANK YOU, STEVE, FOR

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1 SECOND. ANY ADDITIONAL DISCUSSION BY MEMBERS OF THE
2 GOVERNANCE SUBCOMMITTEE ON THE ZOOM? IS THERE ANY
3 PUBLIC COMMENT? NO, CLAUDETTE. OKAY. IN THAT CASE
4 I THINK WE CAN CALL THE ROLL.

5 MR. TOCHER: JUST AS A POINT OF
6 CLARIFICATION, JUDY, FOR A SECOND. WHERE DID WE END
7 UP WITH 4.2 JUST SO I KNOW HOW TO IMPLEMENT THE
8 DECISION HERE. WAS IT KEEP THE CONSTITUTIONAL
9 OFFICERS INFORMED OR WAS IT THE DECISION TO --

10 CHAIRPERSON GASSON: SUSAN.

11 MS. WHITE: WHAT I JOTTED DOWN WAS KEEP
12 OTHER STATE OFFICIALS, AND IT GOES BACK TO WHAT WE
13 WERE SAYING BEFORE, INFORMED AS NEEDED ON CIRM'S
14 ACHIEVEMENTS, OPPORTUNITIES, AND CHALLENGES.

15 MR. TOCHER: GREAT.

16 CHAIRPERSON GASSON: SO IT'S MEANT TO
17 CAPTURE ANYTHING OUTSIDE OF THE EXECUTIVE BRANCH.

18 MR. TOCHER: ALL RIGHT. KIM BARRETT.

19 DR. BARRETT: AYE.

20 MR. TOCHER: GEORGE BLUMENTHAL.

21 DR. BLUMENTHAL: YES.

22 MR. TOCHER: MARIA BONNEVILLE.

23 VICE CHAIR BONNEVILLE: YES.

24 MR. TOCHER: ELENA FLOWERS.

25 DR. FLOWERS: YES.

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MR. TOCHER: JUDY GASSON.
CHAIRPERSON GASSON: YES.
MR. TOCHER: VITO IMBASCIANI.
CHAIRMAN IMBASCIANI: YES.
MR. TOCHER: STEPHEN JUELSGAARD.
DR. JUELSGAARD: YES.
MR. TOCHER: PAT LEVITT.
DR. LEVITT: YES.
MR. TOCHER: LINDA MALKAS.
DR. MALKAS: YES.
MR. TOCHER: ADRIANA PADILLA.
DR. PADILLA: YES.
MR. TOCHER: THANKS VERY MUCH. GREAT.

THE MOTION CARRIES. THANK YOU.

CHAIRPERSON GASSON: OKAY. ITEM 5 ON THE AGENDA. IS THERE ANY PUBLIC COMMENT ON ANY MATTER THAT WE HAVE DISCUSSED TODAY OR ANY OTHER RELATED MATTER? ANY HANDS RAISED? NO, CLAUDETTE. THANK YOU VERY MUCH.

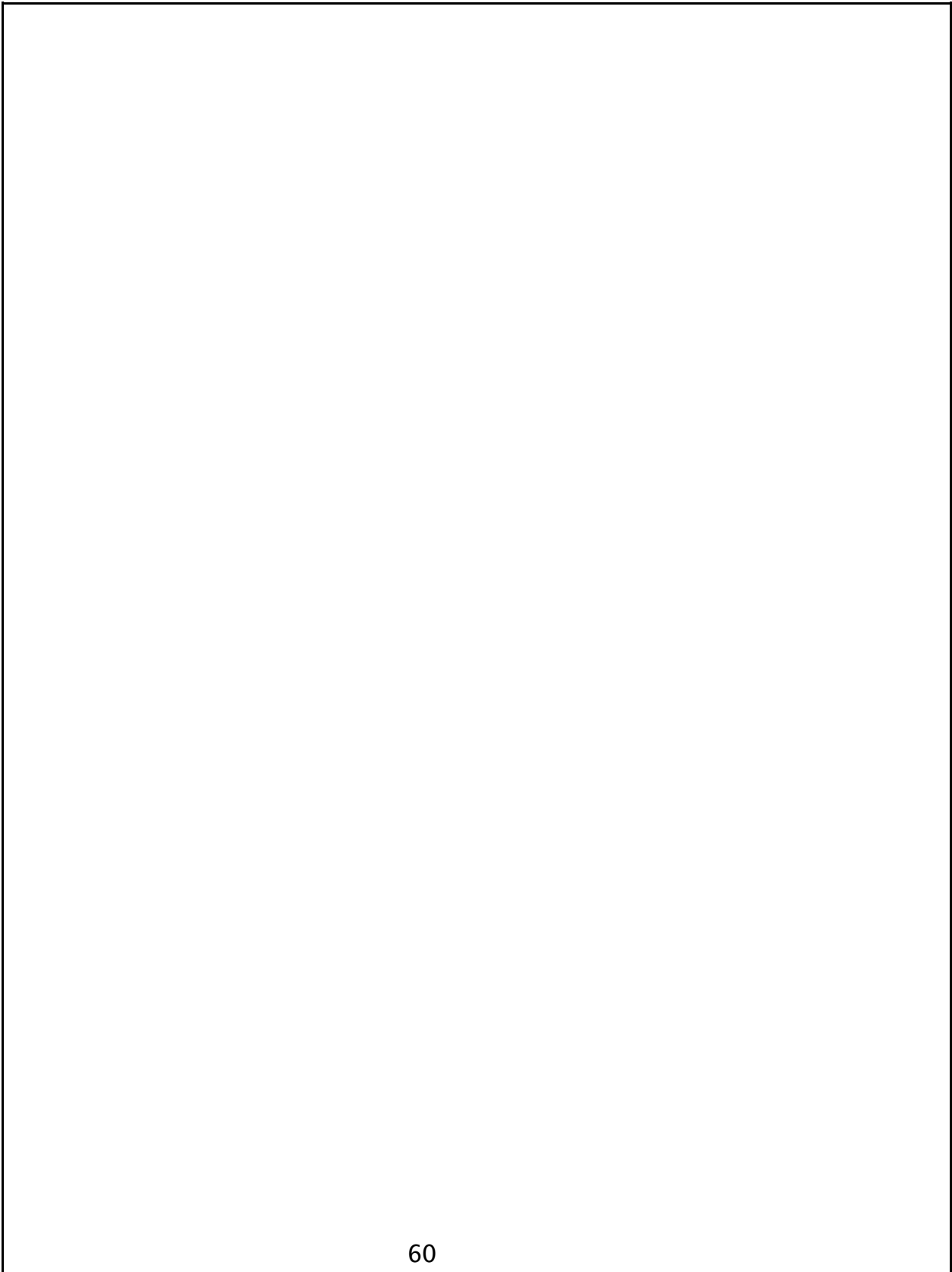
ANY LAST COMMENTS BY ANY MEMBERS OF THE GOVERNANCE SUBCOMMITTEE? IF NOT, I BELIEVE THAT WE ARE ABLE TO ADJOURN AT THIS POINT. BIG THANK YOU TO SUSAN.

MS. WHITE: MY PLEASURE.

(THE MEETING WAS THEN CONCLUDED AT 2:27 P.M.)

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REPORTER'S CERTIFICATE

I, BETH C. DRAIN, A CERTIFIED SHORTHAND REPORTER IN AND FOR THE STATE OF CALIFORNIA, HEREBY CERTIFY THAT THE FOREGOING TRANSCRIPT OF THE VIRTUAL PROCEEDINGS BEFORE THE GOVERNANCE SUBCOMMITTEE OF THE INDEPENDENT CITIZEN'S OVERSIGHT COMMITTEE OF THE CALIFORNIA INSTITUTE FOR REGENERATIVE MEDICINE IN THE MATTER OF ITS REGULAR MEETING HELD ON FEBRUARY 12, 2024, WAS HELD AS HEREIN APPEARS AND THAT THIS IS THE ORIGINAL TRANSCRIPT THEREOF AND THAT THE STATEMENTS THAT APPEAR IN THIS TRANSCRIPT WERE REPORTED STENOGRAPHICALLY BY ME AND TRANSCRIBED BY ME. I ALSO CERTIFY THAT THIS TRANSCRIPT IS A TRUE AND ACCURATE RECORD OF THE PROCEEDING.

BETH C. DRAIN, CA CSR 7152
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