## Strategic Goals

### Core Values:
- Quality
- Respect
- Accountability
- Integrity
- Openness
- Balance

### Vision:
A respected partner, providing a sustainable retirement system and health care program for those who serve California.

### Alignment Map (FY 2018-19) - Status as of 3/31/2019 - Quarter 3

### Strategic Objectives

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund the System through an integrated view of pension assets and liabilities</td>
<td><strong>Funded status</strong></td>
</tr>
<tr>
<td>Mitigate the risk of significant investment losses</td>
<td><strong>Projected funded status</strong></td>
</tr>
<tr>
<td>Deliver targeted risk-adjusted investment success</td>
<td><strong>Annualized (5-year) excess investment return Relative to Total Funded Policy Benchmark</strong></td>
</tr>
<tr>
<td>Educate employees, members, and stakeholders on system risks and mitigation strategies</td>
<td><strong>Stakeholder assessment survey</strong></td>
</tr>
<tr>
<td>Integrate environmental, social, and governance considerations into investment decision making</td>
<td><strong>Investment management policies and procedures for ESG factor integration</strong></td>
</tr>
<tr>
<td>Restructure benefit design to promote high-value health care</td>
<td><strong>Access to care</strong></td>
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<tr>
<td>Improve the health status of our employees, members and their families and communities</td>
<td><strong>Diabetes self-management</strong></td>
</tr>
<tr>
<td>Reduce the incidence of illness and unnecessary medical care</td>
<td><strong>Cancer mortality rate</strong></td>
</tr>
<tr>
<td>Simplify programs to improve service and/or reduce costs</td>
<td><strong>Overhead operational cost</strong></td>
</tr>
<tr>
<td>Research operations to gain efficiencies, improve productivity, and reduce costs</td>
<td><strong>Risk program maturity assessment</strong></td>
</tr>
<tr>
<td>Enhance measurement, risk management and risk functions throughout the enterprise</td>
<td><strong>Stakeholder assessment survey</strong></td>
</tr>
<tr>
<td>Continue to evolve, enhance and secure the cyber security program</td>
<td><strong>Complete security health score - online range (closed session)</strong></td>
</tr>
<tr>
<td>Recruit and empower a broad range of talent to meet organization priorities</td>
<td><strong>Effectiveness of outreach activities</strong></td>
</tr>
<tr>
<td>Cultivate leadership competencies and develop succession plans across the enterprise</td>
<td><strong>Proficiency in CalPERS leadership competencies</strong></td>
</tr>
</tbody>
</table>

### Healthy Care Affordability

**FUND SUSTAINABILITY**
Strengthen the long-term sustainability of the pension fund

**HEALTH CARE AFFORDABILITY**
Transform health care purchasing and delivery to achieve affordability

**REDUCE COMPLEXITY**
Reduce complexity across the enterprise

**RISK MANAGEMENT**
Cultivate a risk-intelligent organization

**TALENT MANAGEMENT**
Promote a high-performing and diverse workforce

### 2017-22 Strategic Plan

#### Strategic Objectives

- **Funded status**
- **Projected funded status**

#### Measures

- **Access to care**
- **Diabetes self-management**
- **Cancer mortality rate**
- **Overhead operational cost**
- **Risk program maturity assessment**
- **Complete security health score - online range (closed session)**

### 2018-19 Business Plan Initiatives

- **Realign capital allocation framework**
- **Enhance investment risk assessment and controls**
- **Investment managers**
- **Value-based insurance design feasibility**
- **Population health alignment with Cal/Hi Healthy California**
- **Statewide collaboration through Smart Care California**
- **Value-based purchasing and payments**
- **Pharmaceuticals and quality targets**
- **High performance for Health and Quality**
- **Develop information technology service-level agreements**
- **Strategic risk measures**

### Legend

- **Green**: Completed
- **Yellow**: Pending review
- **Red**: Data not available
- **Orange**: Measured
to improve performance
- **Gray**: Considered

Last Updated: 4.29.2019