

Strategic Plan Discussion



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Today's Discussion

Strategic Plan Review

What's on the Horizon

- Business Plan 2022-23

Enterprise Reporting

2017-22 Strategic Goals



Fund Sustainability



High-Quality
Affordable Health Care



Reduce Complexity



Risk Management



Talent Management

CalPERS Vision

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

CalPERS Mission

Deliver retirement and health care benefits to members and their beneficiaries.

2022-27 Strategic Goals



Member Experience



Pension Sustainability



Exceptional Health
Care



Stakeholder Engagement



Organizational Excellence

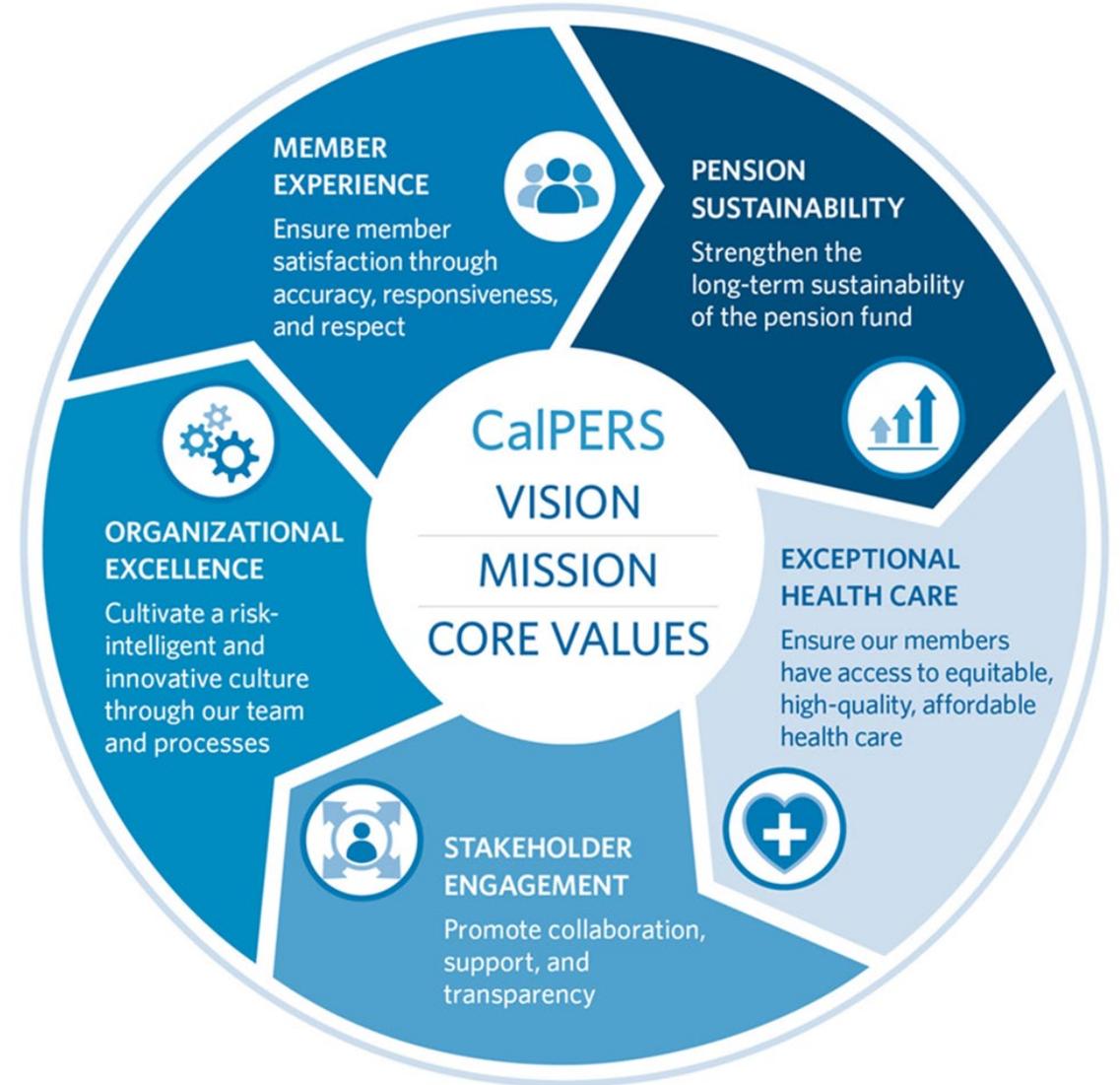
Strategic Planning Framework



2022-23 Business Plan

33
total initiatives

15 continuing
18 new



2022-23 Highlights



Objectives

Deliver accurate benefits to our members and their beneficiaries

Ensure that our members and their beneficiaries receive benefit payments on time

Provide timely response and appropriate action to inquiries

Enhance services, communication, and education tools for our members

Initiatives

New Initiatives

- Customer Service Projects
- Improve Communication Channels

2022-23 Highlights



Objectives

Balance the costs of future pension payments with the expected future investment risks and returns through the Asset Liability Management process

Mitigate the risk of significant investment loss while balancing contribution levels and volatility

Deliver risk-adjusted investment returns to meet or exceed the expected rate of return

Integrate sustainable investment strategies

Initiatives

New Initiatives

- Emerging and Diverse Managers *
- Investment Strategy – Net Zero by 2050*
- Responsible Human Capital Management*

Continuing Initiatives

- Alignment of Asset Liability Management
- Total Fund Portfolio
- Total Fund Performance
- Total Fund Processes[†]

* Supports DE&I

† Initiative also aligns to Organizational Excellence

2022-23 Highlights



Exceptional Health Care

Ensure our members have access to equitable, high-quality, affordable health care

Objectives

Ensure our members receive high-quality health care

Ensure our members have access to care when and where they need it

Ensure the care we provide is affordable

Ensure all members receive equitable care

Initiatives

New Initiative

- Advance Primary Care*

Continuing Initiatives

- Behavioral Health Screening and Treatment*
- Improve Health Data Quality and Application*
- Improve Pharmaceutical Strategies*
- Increase Health Care Competition*
- Promote and Improve Health Equity*
- Quality Alignment*

* Supports DE&I

2022-23 Highlights



Objectives

Educate and engage stakeholders on system impacts including policy and program changes, risks, and mitigations

Enhance services, communication, and education tools for our partners

Initiatives

New Initiatives

- Communication Tool Enhancements
- Facilitate Stakeholder Dialogue

Continuing Initiatives

- Expand Stakeholder Education on Risks and Mitigation

2022-23 Highlights



Objectives

Improve processes, operations, and advance technologies to gain efficiencies and effectiveness

Cultivate compliance and risk functions throughout the enterprise

Initiatives

New Initiatives

- Enterprise Workload Metrics
- Operational Process Improvements
- Organizational Compliance and Risk Management Assessment
- Project Efficiency Framework

Continuing Initiatives

- Information Security Strategy
- Mature Targeted Information Technology Capabilities
- Total Fund Processes[†]

[†] Initiative also aligns to Pension Sustainability

2022-23 Highlights



Objectives



Initiatives

New Initiatives

- Develop 2023-28 Workforce Plan Strategies*
- Leadership Competency Education and Performance Integration*
- Talent Management Strategies*
- Improve Annual Evaluation Process*

Continuing Initiatives

- Implement Engagement Survey Action Items
- Total Fund People*

* Supports DE&I

2022-23 Highlights



Objectives

Cultivate Diversity, Equity, & Inclusion through culture, talent, investments, health equity, and supplier diversity

Initiatives

New Initiatives

Culture:

- Implement Diversity, Equity, & Inclusion (DE&I) Framework

Supplier Diversity:

- Supplier Pool Outreach

The themes of Talent, Investments, and Health Equity are supported by initiatives throughout the plan.

Enterprise Performance Reporting

