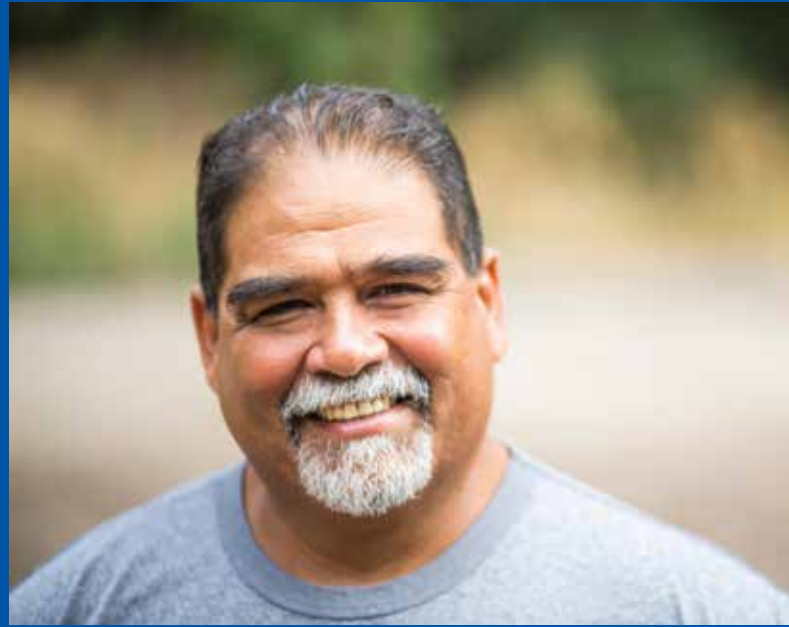




A Public Entity

Inland Empire Health Plan



# Healing and Inspiring the Human Spirit



**ANNUAL  
QUALITY REPORT  
2020**



# Mission Statement

We heal and inspire the human spirit.

# Vision Statement

We will not rest until our communities enjoy optimal care and vibrant health.

# Values Statement

We “do the right thing” by:

- Placing our Members at the center of our universe.
- Unleashing our creativity and courage to improve health and well-being.
- Bringing focus and accountability to our work.
- Never wavering in our commitment to our Members, Providers, Partners, and each other.

# Table of Contents

Message from the CEO..... 4

Who We Are..... 5

Our Quality Journey and Performance ..... 9

Member Satisfaction.....21

Provider Satisfaction ..... 25

Team Member Satisfaction..... 29

Awards and Achievements ..... 32

Enhancing Health and Health Care Access..... 34

Governing Board ..... 38

Executive Leadership Team ..... 39



# Message from the CEO



At the heart of a thriving community is the ability to improve the health and well-being of its residents. For more than 24 years, IEHP has been committed to meeting the ever-changing health care needs of Riverside and San Bernardino counties' most vulnerable.

This dedication is grounded in our mantra to do the right thing. Sometimes that means going beyond just providing access to medical treatment. Sometimes that means taking a second look at our ultimate purpose.

As we look to the future, IEHP will be guided by a new Mission: **We heal and inspire the human spirit.** This principle serves as a powerful reminder that we exist to help our Members and our neighbors achieve a better life.

At the root of every effort is our new Vision: **We will not rest until our communities enjoy optimal care and vibrant health.** This includes an unwavering commitment to quality and adherence to evidence-based best practices. We are proud of our reputation as a leader when it comes to innovation and the fact that health plans throughout the state and nation look to IEHP as an example of what they should strive to become. We are

also proud of our successes to date, such as achieving the 99th percentile in Provider satisfaction and the 90th percentile in Team Member engagement.

But we know we can always do more.

Inside this first-ever Quality Report, we will take you through our quality journey by looking at our performance over the past year with critical measures. Even more importantly, we will show you how that data translated into tangible outcomes for our Members, Providers and Team Members. While there were many areas where we excelled, there were also places where we were less than perfect.

The goal of this Quality Report is to be transparent—with you and with ourselves. This journey is ongoing and we hope to learn from it so we can do better and be better for those who rely on us the most.

For IEHP, it will always be about doing the right thing and staying true to our new core Values:

- **Placing our Members at the center of our universe.**
- **Unleashing our creativity and courage to improve health and well-being.**
- **Bringing focus and accountability to our work.**
- **Never wavering in our commitment to our Members, Providers, Partners, and each other.**

Thank you for everything you do to help us fulfill our Mission, Vision and Values every day.

A handwritten signature in black ink, appearing to read "Jarrod McNaughton". The signature is fluid and cursive, written over a white background.

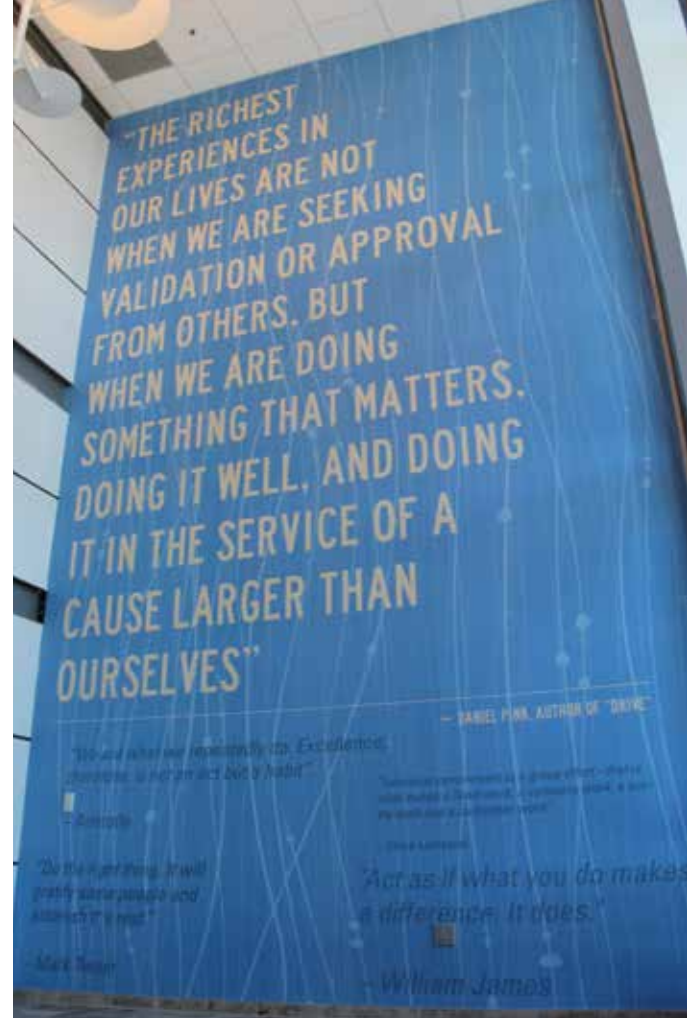
Jarrod McNaughton, MBA, FACHE  
Chief Executive Officer

# Who We Are

Inland Empire Health Plan (IEHP) is a top 10 largest Medicaid health plan and the largest not-for-profit Medicare-Medicaid plan in the nation. As the region's first Medi-Cal managed care plan, we currently serve 1.3 million residents in Riverside and San Bernardino counties.

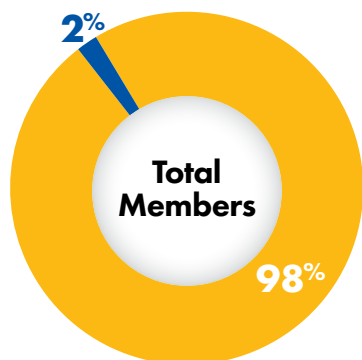
For more than 24 years, we've worked to improve access to quality, affordable health care for low-income Inland Empire residents. Our guiding principle is to always put the needs of our Members first. In collaboration with our Providers, our counties and our community partners, we're committed to improving the delivery of quality health care services for those who need them most.

With our new Mission, Vision and Values guiding us, we continue to seek opportunities for innovation and improvement that make a difference in the lives of our Members.

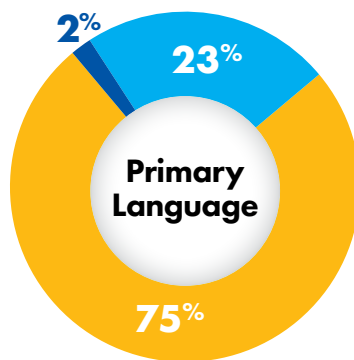


## IEHP by the Numbers

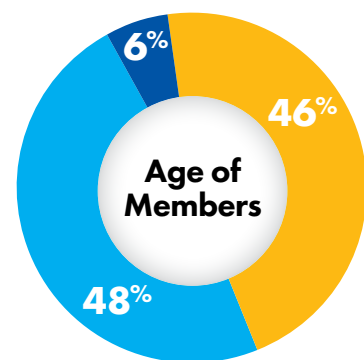
Total Members: **1.3 million**



- Members with Medi-Cal
- Members with Cal MediConnect

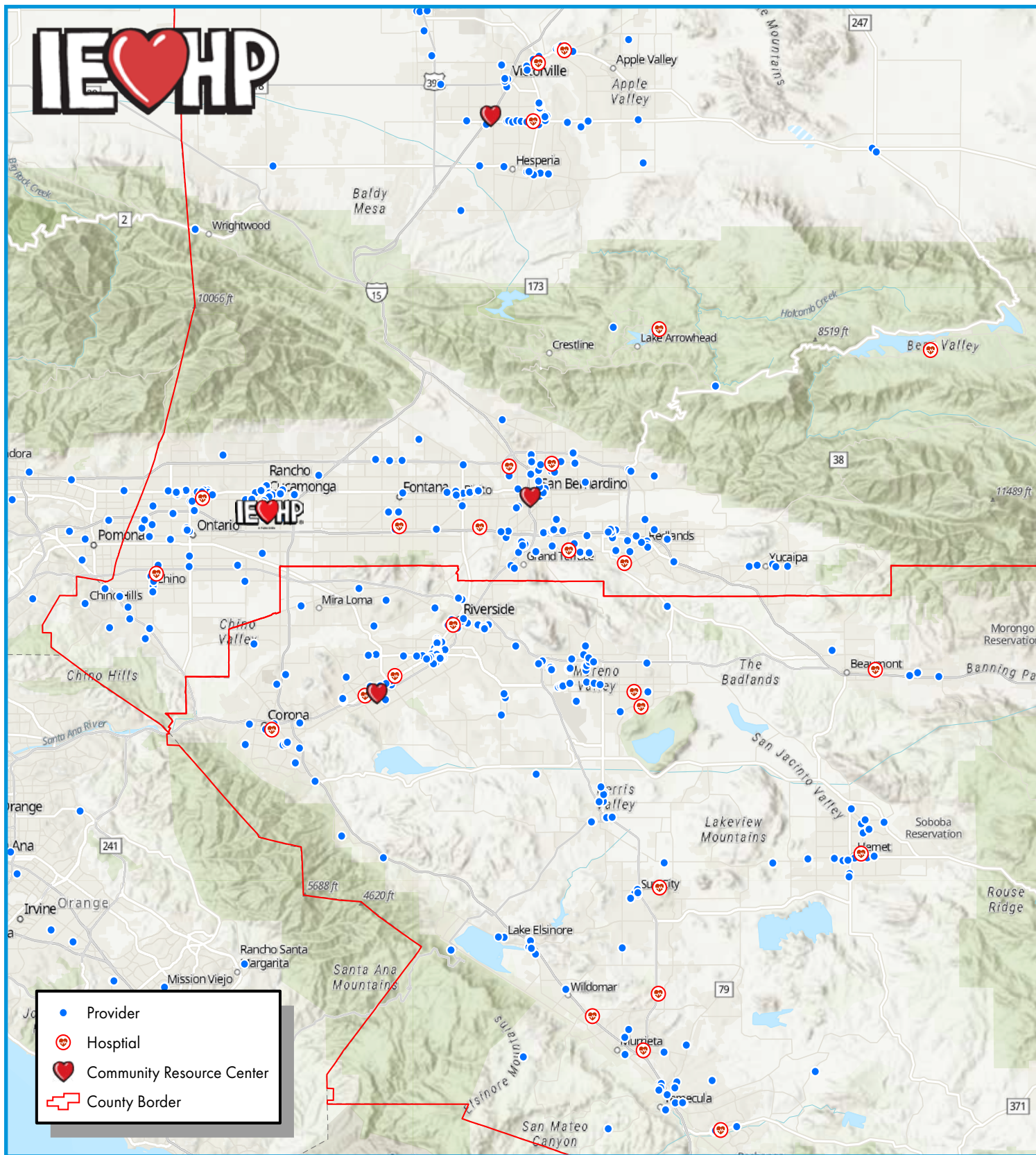


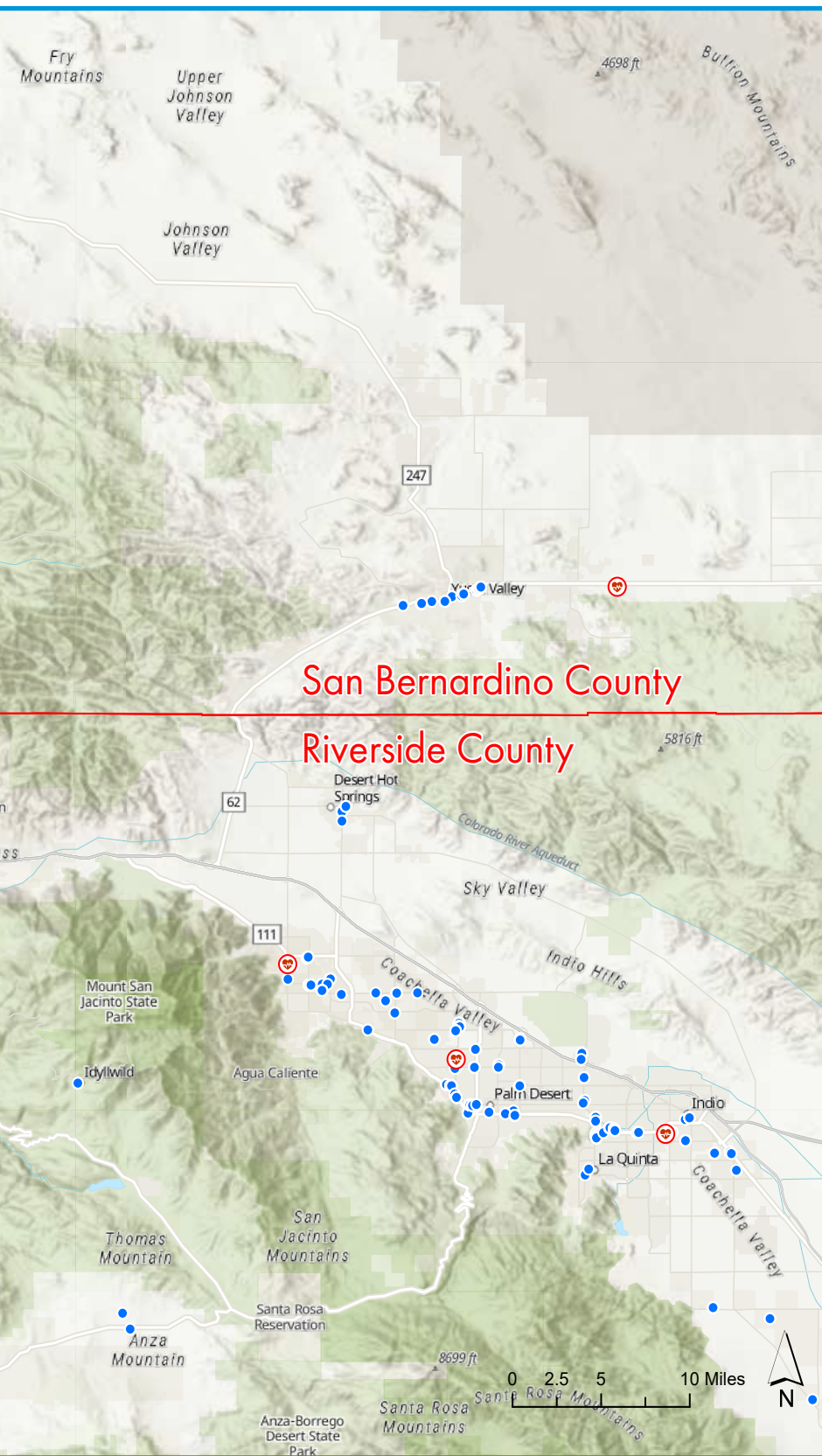
- English
- Spanish
- Other



- 0 - 18
- 19 - 64
- 65+

# The Communities We Serve





Total Network Providers by Type	10,152
Primary Care Physicians	1,516
Specialists	4,367
Behavioral Health Providers	2,165
Vision Providers	401
Hospitals	37
Urgent Care Facilities	86
Pharmacies	706
Skilled Nursing Facilities	99
Ancillary Providers	775



A scenic view of a city and mountains under a blue sky with wispy clouds. The foreground is filled with green foliage, and the middle ground shows a dense residential area with a large open field. In the background, there are rolling mountains under a bright blue sky with scattered white clouds.

**“EVERY PROGRAM WE LAUNCH, EVERY INITIATIVE  
WE PURSUE, IS DRIVEN BY OUR SHARED VISION  
TO DELIVER THE VERY BEST CARE TO OUR COMMUNITY.”**

**– GENIA FICK, MA**  
*Vice President of Quality*





# **Our Quality Journey and Performance**

# Our Passion for Quality

IEHP is committed to ensuring our Members enjoy optimal care and vibrant health. Our Quality Management Program is the framework used to assess the quality of our health care system and to develop strategies to improve quality outcomes where they are needed most. We assess key quality measures across the spectrum of health care including preventive care, treatment of chronic conditions, treatment of behavioral health conditions, care transitions, patient safety, Member experience, Provider experience and Team Member engagement. We use this information to identify areas needing improvement, establish quality improvement goals, drive quality improvement initiatives, and track impacts of these initiatives over time.

The data and initiatives shared in this report include results from IEHP's main quality measure set: Healthcare Effectiveness Data and Information Set (HEDIS®). HEDIS® is a standardized measure set of over 60 metrics that assess health plan quality performance across the United States. This measure set is managed and maintained by the National Committee for Quality Assurance (NCQA), IEHP's health plan accreditation agency. Along with over 90% of health plans across the country, IEHP reports audited HEDIS® rates annually. This allows us to assess the quality of health care provided to our Members and compare our performance to other health plans in the country.

Based on IEHP's aggregate HEDIS performance over the past five years, IEHP is continuously improving in quality performance. IEHP continues to work hard in improving the quality of health care for our Members. In 2020, we set key areas of focus for improvement, including Member satisfaction, prevention, treatment and safety.

*All information in this report is based on the most current data available as of June 2020.*

*All benchmarks noted in this report are based on the 2020 NCQA Health Plan Ratings Percentiles and the 2019 NCQA Quality Compass National Benchmarks for Medicaid and Medicare.*

## IEHP's 2020 Quality Goals

### Member Satisfaction

Improve the coordination of care experience

### Prevention

Improve vaccination rates for children, adolescents and adults

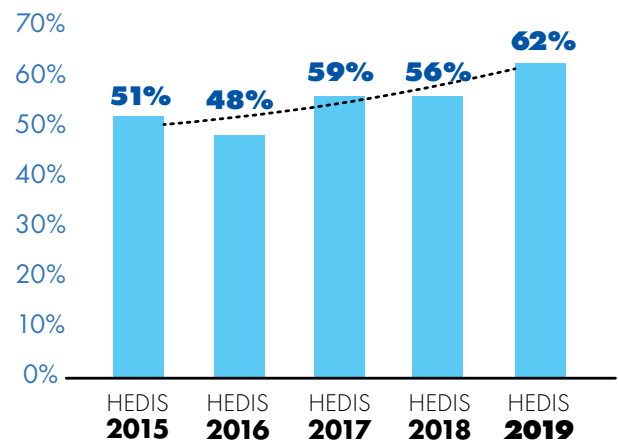
### Treatment

Improve comprehensive diabetes care

### Safety

Reduce readmissions for any cause

## IEHP HEDIS Scores



Comparable scores for 2020 are not available due to the NCQA transition of accreditation scoring methodology to the Health Plan Ratings methodology beginning in 2020.

**“QUALITY IS ALWAYS  
IN THE FOREFRONT.  
IT’S THE KEY THAT  
DRIVES OUR PERFORMANCE  
IMPROVEMENT INITIATIVES.”**

**– Tiffani Thompson**  
*Process Improvement Facilitator*



In some ways, Tiffani Thompson is a detective.

Her investigations as a process improvement facilitator are meant to root out the cause behind a process that isn't working. But her work doesn't end there. She also teams up with various departments within IEHP to solve their issues.

“Quality is always in the forefront. It's the key that drives our performance improvement initiatives,” she said.

For example, she spent six months working with Member Services to improve response rates, improve Members' call experiences and enhance outcomes. Tiffani and the team wanted to know why Members were calling back regarding the same issue or why they were hanging up before speaking to a representative.

**To read more about Tiffani's story, visit:**  
**[www.iehp.org/about/tiffany-thompson](http://www.iehp.org/about/tiffany-thompson)**

# Good Health Starts with Prevention

IEHP is committed to helping our Members get the health care they need. We encourage our Members and support our Providers to follow preventive health care practices such as getting yearly checkups, needed vaccines and timely cancer screenings. Many of IEHP's programs are aimed at encouraging our Members to access these services so that they can remain healthy. Over the past three years, we have seen a continuous improvement in almost all areas of prevention that we assess. The 2020 results show the trend continues to be strong.

Key programs supporting preventive health care services include Member and Provider incentive programs, Member and Provider education programs, Provider rosters depicting Members in need of key services, and outbound call and texting campaigns to Members who are due for key services. Our Breast Cancer Screening rates have declined over the past three years, making this a priority area on which IEHP will focus for improvement.

Our three Community Resource Centers in San Bernardino, Riverside and Victorville extend our preventive care outreach even more. Community Members are offered important resources and no-cost health and fitness programs that focus on improving their health and overall way of living.

## IEHP's Preventive Care Performance

Quality Measure	2018	2019	2020	Benchmark‡
Timely Prenatal Care	79.1	80.3	<b>92.9</b>	<b>90th</b>
Adult BMI Assessment	83.7	87.8	<b>88.3</b>	<b>33rd</b>
Weight Assessment for Children/Adolescents - BMI percentile	84.2	86.1	<b>89.5</b>	<b>66th</b>
Counseling for Nutrition for Children/Adolescents	80.3	81.7	<b>83.4</b>	<b>66th</b>
Counseling for Physical Activity for Children/Adolescents	71.3	80.3	<b>83.7</b>	<b>90th</b>
Breast Cancer Screening	67.1	66.8	<b>65.2</b>	<b>66th</b>
Colorectal Cancer Screening	64.0	65.2	<b>65.2</b>	<b>10th</b>
Timely Postpartum Care	61.3	66.4	<b>77.1</b>	<b>90th</b>
Cervical Cancer Screening	62.0	65.0	<b>70.1</b>	<b>66th</b>
Chlamydia Screening in Women	62.6	63.8	<b>65.0</b>	<b>66th</b>
Flu Vaccinations for Adults Ages 18-64	38.7	40.5	<b>44.2</b>	<b>66th</b>
Immunizations for Adolescents*	29.4	39.4	<b>39.4</b>	<b>66th</b>
Childhood Immunization Status*	25.8	31.1	<b>31.1</b>	<b>33rd</b>

\*HEDIS 2020 rates were not available for calculation due to COVID-19 restrictions to accessing medical charts during a time when stay-at-home orders were in effect. For measures impacted, 2019 rates are reported.

‡Benchmarks based on NCQA 2020 Health Plan Ratings Percentiles



**“IEHP IS IN TOUCH  
WITH THE NEEDS  
OF THE COMMUNITY.”**

**– Frank**  
IEHP Member

How do you change your life? If you’re Frank, you dance. Well, technically, you Zumba.

The Victorville resident discovered Zumba classes last year at IEHP’s Community Resource Center (CRC) and it has become one of his favorite things to do. Diagnosed with high blood pressure, Frank started visiting the CRC because he had heard it offered no-cost health and fitness classes for the community.

What he found, though, was so much more.

“The staff is wonderful, the classes provided are outstanding and I love the fact that when you walk in, you’re treated like family,” Frank said.

**To read more about Frank’s story:  
[www.iehp.org/about/frank](http://www.iehp.org/about/frank)**

# Treating Chronic Conditions

IEHP is dedicated to supporting our Members with chronic health conditions so that they can live healthier lives. Members with cardiovascular conditions, diabetes and asthma require ongoing effective therapies to manage their conditions. This year, IEHP significantly improved in the areas of effective medication management for these conditions.

We continue to support key activities this year, including Member and Provider incentive programs, Provider Standing Orders programs, Member education programs, and Provider pharmaceutical education programs.

IEHP’s 2020 Population Needs Assessment—involving a synthesis of Member-collected and secondary health plan data—identified that certain IEHP Member sub-groups could benefit from culturally tailored approaches to improving chronic disease management. To meet the needs of these special groups, IEHP is launching focused initiatives in these areas: pediatric asthma management in San Bernardino proper, diabetes control among Spanish language-preferring Members, and hypertension control in our Members who identify as Hispanic. These focused programs demonstrate IEHP’s commitment to promoting health equity across our region.

## IEHP’s Treatment of Chronic Conditions Quality Performance

Quality Measure	2018	2019	2020	Benchmark‡
Statin Therapy for Patients With Cardiovascular Disease - Statin Adherence	67.1	68.9	<b>73.4</b>	<b>66th</b>
Statin Therapy for Patients With Diabetes - Statin Adherence	61.1	64.0	<b>68.0</b>	<b>66th</b>
Advising Smokers and Tobacco Users to Quit	61.4	68.7	<b>71.6</b>	<b>10th</b>
Controlling High Blood Pressure	58.6	60.3	<b>60.6</b>	<b>33rd</b>
Comprehensive Diabetes Care - Blood Pressure Control*	65.2	61.3	<b>61.3</b>	<b>33rd</b>
Comprehensive Diabetes Care - Eye Exams*	56.7	60.6	<b>60.6</b>	<b>33rd</b>
Comprehensive Diabetes Care - HbA1c Control*	54.0	57.4	<b>57.4</b>	<b>66th</b>
Asthma Medication Ratio	55.4	55.6	<b>55.1</b>	<b>10th</b>
Medication Management for People with Asthma	41.4	41.0	<b>43.2</b>	<b>66th</b>

\*HEDIS 2020 rates were not available for calculation due to COVID-19 restrictions to accessing medical charts during a time when stay at home orders were in effect. For measures impacted, 2019 rates are reported.

‡Benchmarks based on NCQA 2020 Health Plan Ratings Percentiles

## Health Homes Program

IEHP is committed to helping our Members get the health care they need. One of the ways IEHP has uniquely partnered with our Provider network to provide complex care for IEHP Members, is with the Health Homes Program (HHP). This program launched in 2019 with a goal of delivering broad-based care to those experiencing chronic physical, mental health, and substance use conditions.

HHP is administered in partnership with California's Department of Health Care Services (DHCS). Because of IEHP's service area, the program supports nearly 50% of the state's Health Homes-enrolled residents, providing integrated care management for Medi-Cal Members with complex needs.

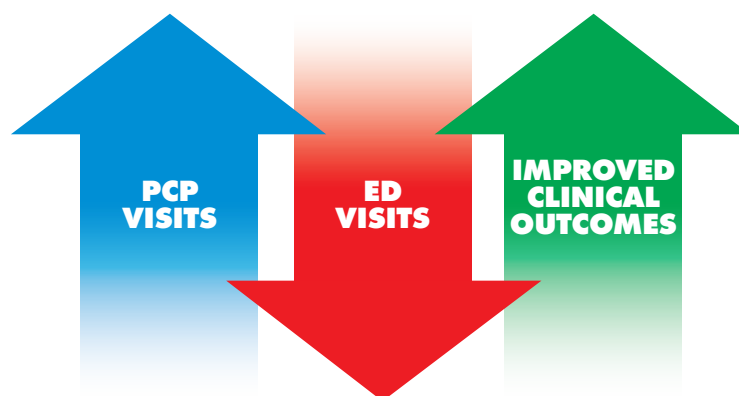
The program delivers individualized, whole-person care facilitated by an integrated care team that works closely with the Member's Primary Care Physician (PCP). This integrated care team, known as the Community-Based Care Management Entity (CB-CME), is comprised of a registered nurse care manager, behavioral health care manager, care coordinator, and a community health worker.

Currently 7,400 IEHP Members have enrolled in the program and 53 care teams have been established. Enrolled Members have seen overwhelmingly positive clinical health outcomes related to blood pressure, diabetes and depression.

Data from the first year showed that HHP-enrolled Members had a statistically significant higher rate of PCP visits compared to the control group and a statistically significant lower rate of Emergency Department visits compared to the control group.

Clinical outcomes significantly improved for HHP-enrolled Members in the areas of Systolic Blood Pressure, HbA1C, and the Patient Health Questionnaire-9.

## Health Homes Program Year One Overview



*To learn more about the changes (or improvements) in utilization and clinical outcomes for our HHP-enrolled members:*

[www.iehp.org/en/providers/special-programs?target=health-homes-program](http://www.iehp.org/en/providers/special-programs?target=health-homes-program)

## Treating Behavioral and Mental Health Conditions

IEHP believes behavioral health is just as important as physical health. We are at the forefront of integrating behavioral health with primary care and are working with our Providers to deliver better care and improve outcomes. Our Behavioral Health Crisis Team handles approximately 70-120 calls each month, with more than one-third of these involving Members who are threatening to harm themselves or others. We also connect Members with Providers who can help prevent the need for such crisis intervention.

One challenge to these efforts is a critical shortage of qualified Behavioral Health Providers, especially in our rural regions. To address this shortage of qualified Providers in the Inland Empire, IEHP is implementing innovative programs like introducing telehealth Behavioral Health Providers into the IEHP network. Behavioral health medication management and follow-up care, especially for children and adolescents, are areas in which our quality scores need to continue to improve.

## IEHP’s Behavioral Health Quality Performance

Quality Measure	2018	2019	2020	Benchmark <sup>‡</sup>
Diabetes Screening for People with Schizophrenia or Bipolar Disorder who are using Antipsychotic Medication	79.3	85.9	<b>84.8</b>	<b>66th</b>
Follow-Up Care for Children Prescribed ADHD Medication	36.2	23.8	<b>44.0</b>	<b>10th</b>
Antidepressant Medication Management	41.5	39.9	<b>40.0</b>	<b>66th</b>





A portrait of Dr. Gayani DeSilva, MD, a woman with long, dark, wavy hair, smiling. She is wearing a dark, textured top. The background is a solid dark grey.

**“OUR FOCUS ON  
BEHAVIORIAL HEALTH  
IS A VITAL COMPONENT  
TO ACHIEVING OUR  
QUALITY GOALS.”**

**– Gayani DeSilva, MD**  
*Medical Director, Behavioral Health*

One in five adults in the United States are living with some form of behavioral health issue.

In fact, according to the National Alliance on Mental Illness, 50 percent of lifetime mental health illnesses begin by age 14. Yet unlike diabetes or cancer, most people don't feel comfortable talking about their behavioral health concerns with their Doctor.

Dr. Gayani DeSilva is hopeful that will change sooner rather than later.

“Physical health and mental health affect the whole person, so it's important that both are considered when we look at how to improve quality and awareness,” said Dr. DeSilva, a psychiatrist and the medical director of Behavioral Health at IEHP.

**To read more about Dr. DeSilva's story:  
[www.iehp.org/about/gayani-desilva](http://www.iehp.org/about/gayani-desilva)**

# After the Hospital

We recognize that our Members’ health care needs do not end when they go home from the hospital. IEHP has programs that aim to meet those needs when our Members are discharged home. IEHP works behind the scenes with our network Providers to ensure that our Members have everything they need for continued care at home, including needed medications, medical supplies and follow-up appointments with their Providers. We work hard to ensure our Members are discharged safely back home to support their journey toward recovery.

IEHP created innovative incentive programs to encourage our network hospitals and Primary Care Providers to work together to coordinate the care our Members need. One area in need of improvement is care coordination when a Member moves from the hospital setting to home. Our Hospital Pay for Performance (P4P) program and our Global Quality P4P programs reward Providers who go the extra mile to support our Members during their transitions. We also launched internal process improvement activities designed to help improve the Member care transition experience and reduce readmissions.

## IEHP Patient Safety and Care Transitions

Quality Measure	2018	2019	2020	Benchmark‡
All-Cause Readmission Observed to Expected Ratio (lower is better)	77.9	78.0	<b>84.0</b>	<b>N/A</b>
Transitions of Care: Patient Engagement after Inpatient Discharge*	78.8	80.0	<b>80.0</b>	<b>33rd</b>
Transitions of Care: Medication Reconciliation Post Discharge*	37.2	39.9	<b>39.9</b>	<b>10th</b>
Follow-Up After Emergency Department Visit for Mental Illness-7 days^	–	45.6	<b>40.1</b>	<b>33rd</b>
Follow-Up After Hospitalization for Mental Illness-7 days	31.2	30.6	<b>27.4</b>	<b>33rd</b>


^New for 2019

\*HEDIS 2020 rates were not available for calculation due to COVID-19 restrictions to accessing medical charts during a time when stay at home orders were in effect. For measures impacted, 2019 rates are reported.

‡Benchmarks based on NCQA 2020 Health Plan Ratings Percentiles

## Looking Ahead

IEHP takes the trust our Members, Providers, stakeholders, and community place in us very seriously. IEHP will continue to meet the challenges of a changing health care environment, striving for better quality, empowering Members, promoting access to care, and developing innovative programs to meet the needs of our Members and Providers.



**“OUR PARTNERSHIP  
WITH IEHP MEANS THAT  
OUR PATIENTS CAN GET  
THE CARE THEY NEED,  
WHEN THEY NEED IT.”**

**– Jason Lohr, MD**  
CEO, SAC Health System

Dr. Jason Lohr understands that access to care makes a huge impact on quality.

“Our partnership with IEHP means that our patients can get the care they need, when they need it,” said Dr. Lohr, who specializes in Family Medicine and is the CEO of SAC Health System.

While Dr. Lohr appreciates IEHP’s innovative programs like Health Homes, he also believes the basic day-to-day responsiveness by IEHP makes a huge impact on how he and other Providers deliver quality care.

“When you get answers back in a timely manner, then care doesn’t have to be delayed. That’s important when it comes to keeping the trust of our patients. That makes a difference,” he said.

**To read more about Dr. Lohr’s story, visit:**  
[www.iehp.org/about/jason-lohr](http://www.iehp.org/about/jason-lohr)





# Member Satisfaction

# Doing the Right Thing

At IEHP, the needs of our Members always come first. We aim to provide service with courtesy and respect, and help our Members get the care they need when they need it.

IEHP assesses our Members' experiences through the Consumer Assessment of Healthcare Providers and Systems (CAHPS) survey. This survey asks Members questions about their experience accessing health care. We learn how they feel about IEHP, our network Providers and their overall health care experience.

In the spring of 2020, IEHP randomly surveyed Members who were continuously enrolled with us for at least six months. The results of our adult CAHPS survey tell us that Members are continuing to rate IEHP higher every year for the last three years in all major categories.

While overall scores are rising in all key areas, IEHP continues activities designed to enhance the Member experience and seeks opportunities to improve. For example, in order to help our Members get care quickly, IEHP is expanding ways to make accessing care easier with programs like eConsult and telehealth solutions for our network Providers. Other improvement activities include Provider education on best practices in customer service and improving access to care.

## IEHP Member CAHPS Survey Results

Quality Measure	2018	2019	2020	Benchmark‡
Getting Needed Care (usually and always scored combined)	80.0	83.4	<b>86.0</b>	<b>66th</b>
Getting Care Quickly (usually and always scored combined)	76.1	80.7	<b>84.0</b>	<b>33rd</b>
Rating of Personal Doctor (9 or 10 combined)	61.4	64.8	<b>70.1</b>	<b>66th</b>
Rating of All Health Care (9 or 10 combined)	49.1	56.1	<b>56.7</b>	<b>33rd</b>
Customer Service (usually and always scored combined)	91.7	89.6	<b>92.9</b>	<b>90th</b>

‡Benchmarks based on NCQA 2020 Health Plan Ratings Percentiles and NCQA 2019 Quality Compass National Benchmarks or Medicaid



**“MY DOCTORS ACTUALLY LISTENED TO MY CONCERNS AND WERE VERY SUPPORTIVE.”**

**– Jean and her daughter Sophia**  
*IEHP Members*

It takes a village to raise a child and, for Jean, IEHP is definitely a part of that village.

She first signed up with the health plan when she became pregnant with her daughter, Sophia. Regular prenatal check-ups lead to the discovery that Jean had gestational diabetes. But the diabetes didn't go away after Sophia was born.

As a new mom, Jean was hesitant to take medications. So she asked her Doctors if she could try to control her diabetes with lifestyle and diet changes instead. They agreed and set her up with a nutritionist and a company that mails glucose testing strips directly to her home.

“My Doctors actually listened to my concerns and were very supportive,” the 41-year-old Rancho Cucamonga resident said. “It meant a lot to me because it showed they weren't just treating my condition. They were treating me—the person.”

**To read more about Jean's story, visit:**  
**[www.iehp.org/about/jean](http://www.iehp.org/about/jean)**





A photograph of a man with dark hair, smiling, wearing a white lab coat. He is in a hospital hallway with a ceiling of recessed lights. The background is slightly blurred.

**“OUR PROVIDERS  
FULLY EMBRACE  
OUR COMMITMENT  
TO DELIVERING  
QUALITY CARE AND  
IMPROVED PATIENT  
OUTCOMES. THEY ARE  
WITH US EVERY STEP  
OF THE WAY.”**

**- Susie White, MBA**  
*Chief Operating Officer*

# **Provider Satisfaction**

# Partners in Health

IEHP conducts an annual survey with network Primary Care, Specialty Care and Behavioral Health Providers asking them to rate their satisfaction with IEHP.

In addition to comparing IEHP to other health plans, the study also evaluates IEHP’s performance compared to the prior year’s performance and to the Symphony Performance Health Analytics (SPHA) Medicaid Book of Business, representing data from 18,710 eligible Provider Satisfaction Surveys from 77 other Medicaid health plans across the country.

In 2019, IEHP scored “significantly above” in Provider Satisfaction when Providers compared IEHP to other health plans. Additionally, IEHP scored above the 90th percentile in all composite areas measured. Key improvements noted in each Composite area included:

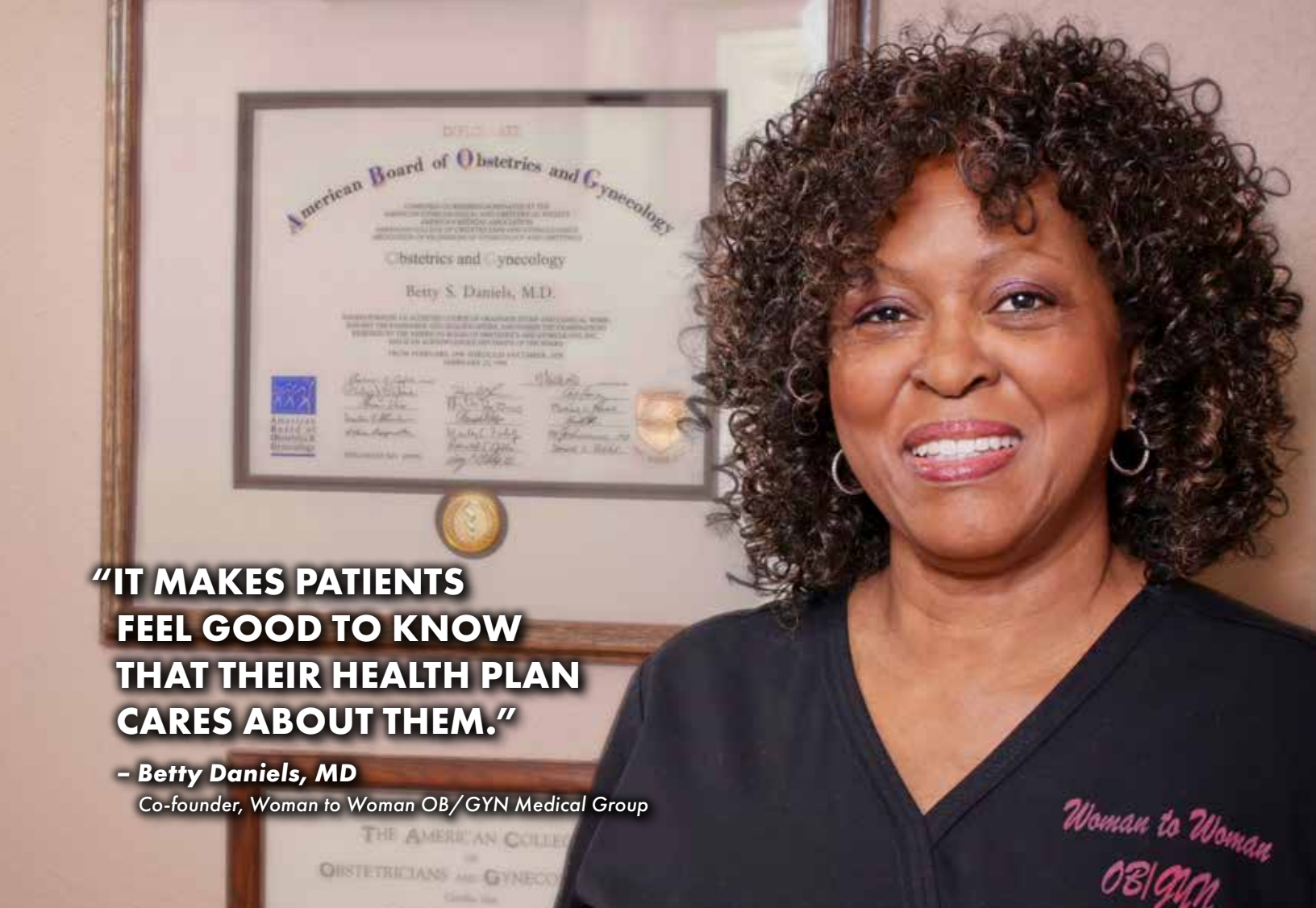
- Provider Relations Composite increased by 5%, placing IEHP at the 99th percentile
- Finance Issues Composite improved by 4%, placing IEHP at the 97th percentile
- Health Plan Call Center Staff Composite improved by 3%, placing IEHP at the 95th percentile

It is a priority at IEHP to provide the highest level of service to our Providers. Ensuring their needs are met is vital to the care they provide to IEHP Members. We continue to review areas with improvement opportunities so that our Providers are supported and receive the highest level of service.

## Annual Provider Satisfaction Survey Results

Composite	IEHP Trend Data Summary Rates			Source: 2018 SPHA Medicaid B.o.B. Summary Rate	
	2017	2018	2019	IEHP Percentile	IEHP to Other Health Plans *
Overall Satisfaction	92.8%	92.0%	93.6%	99 <sup>th</sup>	Significantly above
Finance Issues	50.1%	51.5%	55.6%	97 <sup>th</sup>	Significantly above
UM and QM	56.0%	59.4%	60.6%	93 <sup>rd</sup>	Significantly above
Network/Coordination of Care	46.6%	48.4%	49.4%	98 <sup>th</sup>	Significantly above
Pharmacy	39.7%	44.5%	39.1%	95 <sup>th</sup>	Significantly above
HP Call Center Service Staff	63.8%	62.0%	65.2%	95 <sup>th</sup>	Significantly above
Provider Relations	58.1%	53.8%	58.6%	99 <sup>th</sup>	Significantly above
Recommend to Other Physicians’ Practices	97.1%	97.0%	98.5%	99 <sup>th</sup>	Significantly above

\*All significance testing is performed at the 95% significance level using a z test of proportions.



**“IT MAKES PATIENTS  
FEEL GOOD TO KNOW  
THAT THEIR HEALTH PLAN  
CARES ABOUT THEM.”**

**– Betty Daniels, MD**

Co-founder, Woman to Woman OB/GYN Medical Group

In her 30-plus years of experience as an OB/GYN Doctor, Dr. Betty Daniels has had her fair share of high-risk patients. Being a good Doctor means knowing what those patients need in order to survive, even if that means doing things outside the normal plan of care.

Dr. Daniels recalled the story of a patient with a history of a previous embolism. She knew this IEHP Member would need a higher level of care than what a community hospital could provide when it came time for delivery. Dr. Daniels requested a transfer to Loma Linda University Medical Center and IEHP agreed.

“That’s what a patient advocate does,” said Dr. Daniels, who practices at two clinics operated by the Woman to Woman OB/GYN Medical Group. “And IEHP is one of the best patient advocates around.”

**To read more about Dr. Daniels’ story, visit:  
[www.iehp.org/about/betty-daniels](http://www.iehp.org/about/betty-daniels)**





# Team Member Satisfaction

## Culture of Caring

As one of the largest employers and employers of choice in our region, IEHP is dedicated to hiring people who not only bring high levels of professional and technical skill to the organization, but who embrace our culture of always doing what's right for our Members.

IEHP fosters Team Member empowerment at all levels. We encourage innovative thinking and collaboration, and provide ample opportunity for training, development and growth.

## Extraordinary Team Member Engagement

We've placed in the 90th percentile for Team Member engagement for four consecutive years, based on our annual Team Member Engagement Survey. Highly engaged Team Members deliver a higher quality of service to Members which results in improved Member satisfaction and more effective access to care. Resilience, respect, and high-quality care and service were high-performing themes. In recent years, survey feedback has influenced the implementation of initiatives related to wellness, bilingual pay, career coaching and recruitment.

## Workplace of the Year Award

In 2018 we received the Advisory Board's Workplace of the Year Award, which recognizes hospitals and health plans across the country with outstanding levels of employee engagement.



Team Member  
Ashlee Haas



**“IN MY WORK WITH OTHER DEPARTMENTS, I SEE FIRSTHAND HOW COMMITTED TEAM MEMBERS ARE TO IMPROVING QUALITY AND TO DOING THEIR BEST. IT’S BECAUSE THEY CARE.”**

**– Scott Gary**

*Supervisor, Instructional Design*

Who knew the military would provide the perfect training to work at IEHP?

“It’s all about the mission,” said Scott Gary, an instructional design supervisor in Learning & Development who served 10 years in the Army. “That’s what’s most important. That’s what motivates you.”

A shared IEHP mission enables Team Members to focus on a common goal and work toward achieving it together. It also emphasizes collaboration rather than competition—unlike other corporate workplaces. Scott says that spirit of collaboration also fosters true employee engagement. It’s one of the main reasons why he enjoys working at IEHP.

“The culture here is really unique,” Scott said.

**To read more about Scott’s story, visit:**  
**[www.iehp.org/about/scott-gary](http://www.iehp.org/about/scott-gary)**

# Awards and Achievements

## NCQA Accreditation

In 2000, IEHP became California's first Medi-Cal-only health plan to earn accreditation from the National Committee for Quality Assurance (NCQA), considered the gold standard of health plan quality assessment. We've received NCQA accreditation every year since, most recently with an overall rating of 3.5 out of 5 stars (NCQA's Medicaid Health Insurance Plan Ratings 2019-2020).

To achieve NCQA accreditation, IEHP must demonstrate compliance with rigorous standards and demonstrate strong performance in how care is delivered and how Members rate their experiences. IEHP embraces the challenge of meeting these standards as we strive for continuous improvement and our best performance.



## Annual Excellence Award

In 2016, IEHP received the Excellence Award from the Pharmacy Benefit Management Institute (PBMI) for our Pharmacy Pay for Performance Program. This program offers clinical education to pharmacy members.

## Access to Caring Award

IEHP was recognized by the Western University of Health Sciences in 2014, for making a difference in advancing health care access and availability to people with disabilities.

## Energy Star Award for Superior Energy Performance

IEHP's corporate headquarters in Rancho Cucamonga, California earned the U.S. Environmental Protection Agency's ENERGY STAR® certification for superior energy performance in 2017.



# Gold Standard Certification for Electronic Payments and Claims Processing

In 2016, IEHP achieved Phase III certification for accurate and efficient electronic Provider payments and claims reconciliation from the Council for Affordable Quality Healthcare (CAQH) and the Committee on Operating Rules for Information Exchange (CORE). The certification is considered the “gold standard” for Provider payments and claims processing.

## Innovation Awards: Fostering a Healthier Community

The California Department of Health Care Services (DHCS) has recognized IEHP more than any other health plan for developing innovative programs to address Members’ complex health needs.

In 2018, we received the award for our Housing Initiative, which provides housing and case management for homeless Members who use a high level of health care services. IEHP recognized that unstable housing and homelessness are major contributors to poor health outcomes and partnered with local stakeholders to provide Members with a pathway to permanent housing.

In 2017, we received the award for our Behavioral Health Integration and Complex Care Initiative. Many low-income IEHP Members with chronic medical conditions coupled with a mental health or substance abuse disorder were receiving fragmented care that did not adequately address their behavioral health needs. The initiative coordinates this care across health systems in Riverside and San Bernardino counties, improving outcomes while reducing emergency room and urgent care center use.

**“OUR GOAL IS TO BECOME A 5-STAR HEALTH PLAN. I KNOW WE CAN GET THERE BY FOCUSING OUR EFFORTS ON CONTINUOUSLY IMPROVING AND ENSURING OUR MEMBERS ALWAYS COME FIRST.”**

**– Karen Gaio Hansberger, MD**  
*Chief Medical Officer*

We received our first Innovation Award in 2015 for the Transitional Care Program. The program reduces emergency room use and re-admission rates by connecting at-risk Members to a clinical team that meets with them 24/7 anywhere they feel comfortable—at home, in a hotel, park or even a fast-food restaurant.

# Enhancing Health and Health Care Access

## Healthcare Scholarship Fund

IEHP is addressing the Inland Empire's chronic Provider shortage to improve health care access for its Members. The Healthcare Scholarship Fund, announced in 2020, is a \$40 million commitment which, during the next five years, will help develop a pipeline and growing workforce of health care professionals to care for the Medi-Cal population in the Inland Empire upon completion of their education. To date, 50 students have received scholarships.

## Community Resource Centers

IEHP's Community Resource Centers, located in Riverside, San Bernardino and Victorville, are for both IEHP Members and the general community. They provide free health and wellness classes, share information on affordable health coverage, help IEHP Members understand how to use their IEHP benefits, connect Inland Empire residents with important programs and more.





## Expanded Community Resources in Victorville

*The Victorville Community Resource Center now offers even more!*

- Group and individual orientation sessions, during which Members learn how to use their IEHP benefits, get help with questions or concerns, get connected with a PCP if they need one, and receive a \$15 grocery store gift card
- On-site IEHP Member Services Representatives help Members with their IEHP coverage
- Health appraisals and case management provided by community health workers
- On-site Pharmacy clinicians assist IEHP Members with medications
- Assistance with signing up for health insurance and health benefits offered through Medi-Cal, Medicare and San Bernardino and Riverside counties
- Food demonstration kitchen and pantry where IEHP Members can get non-perishable items and hygiene products
- Computer lab
- On-site community-based organizations
- Children's play area

## eConsult Initiative

This collaboration among IEHP and two health systems allows Primary Care Providers (PCPs) to consult directly with Specialists, electronically, about a Member's care. While some patients may still need a face-to-face visit with a Specialist, many PCPs can manage patients in the primary care setting through eConsult.

## Telehealth

IEHP supports telehealth visits to improve access to specialty care and aid in rapid diagnosis and treatment. Telehealth is available for behavioral health, retinal examinations, dermatology and orthopedic consultations, with plans to expand to additional visits in alignment with Member needs.

## Doc Online

This innovative program allows Members to receive medical advice from a Provider via phone or video chat. When fully implemented, it will enhance Member access while reducing unnecessary emergency room and urgent care visits.





## Network Expansion Fund

IEHP's innovative Network Expansion Fund (NEF) was the first program of its kind in the state. Established in 2014, the NEF allocated \$40 million in specially designated funds to attract board-certified PCPs, Specialists and mid-level Providers to the Inland Empire, addressing the region's chronic Provider shortage and improving access to care for more than 1.2 million IEHP Members. To date, 345 Providers have been recruited as a direct result of this program.

# Governing Board

Curt Hagman

**Chair**

Supervisor, San Bernardino County

Karen Spiegel, MA

**Vice-Chair**

Supervisor, Riverside County

Daniel P. Anderson, DMin

President/CEO, Riverside Community Health Foundation

Josie Gonzales

Supervisor, San Bernardino County

Jeff Hewitt

Supervisor, Riverside County

Andrew Williams, MS

Former Logistics Support and Communications Electronics  
Officer — U.S. Air Force, Joint County

Eileen Zorn, MSN

Former Healthcare Clinician and Educator



# Executive Leadership Team

**Jarrold McNaughton, MBA, FACHE**

Chief Executive Officer

**Michael Deering**

Chief Information Officer

**Keenan Freeman, MBA**

Chief Financial Officer

**Karen Gaio Hansberger, MD**

Chief Medical Officer

**Kurt Hubler, MPH**

Chief Network Officer

**Janet Nix, EdD**

Chief Organizational Development Officer

**Michelle Rai, MS**

Chief Communications and Marketing Officer

**Susie White, MBA**

Chief Operating Officer



**“OUR DRIVE TO DO BETTER, TO BE BETTER AND  
TO MAKE OUR COMMUNITY HEALTHIER IS  
OUR GUIDE ON THIS JOURNEY TO QUALITY.”**

**– Jarrold McNaughton, MBA, FACHE**  
Chief Executive Officer



A Public Entity

Inland Empire Health Plan

10801 Sixth Street  
Suite #120  
Rancho Cucamonga, CA 91730

[www.iehp.org](http://www.iehp.org)

