



**REGULAR MEETING OF THE GOVERNING BOARD  
OF  
IEHP HEALTH ACCESS**

**December 9, 2024 - 9:00 AM**

Board Report #355

**Mission Inn Hotel and Spa  
Santa Barbara Conference Room  
3649 Mission Inn Avenue  
Riverside, CA 92501**

If disability-related accommodations are needed to participate in this meeting, please contact Annette Taylor, Secretary to the IEHP Health Access Governing Board at (909) 296-3584 during regular business hours of IEHP (M-F 8:00 a.m. – 5:00 p.m.)

**PUBLIC COMMENT AT IEHP HEALTH ACCESS GOVERNING BOARD MEETINGS:**

The meeting of the IEHP Health Access Governing Board is open to the public. A member of the public may address the Board on any item on the agenda and on any matter that is within the Board's jurisdiction at the time of the meeting when the item listed on the agenda is called. Each speaker should begin by identifying themselves for the record and announce any contributions in excess of \$250.00 made by them or their organization in the past twelve (12) months to any IEHP Health Access Governing Board member as well as the name of the Governing Board member who received contribution. In order to keep track of speakers and to be able to notify the Board of any speakers on a particular agenda item, a speaker slip is requested to be completed and provided to the Board Secretary by the commencement of the public meeting and no later than the time the agenda item has been called so that you may be recognized by the Board to speak. The Board may limit the public input on any item, based on the number of people requesting to speak and the business of the Board.

All public record documents for matters on the open session of this agenda can be viewed at the meeting location listed above, IEHP main offices at 10801 6<sup>th</sup> Street, Suite 120, Rancho Cucamonga, CA 91730 and online at <http://www.iehp.org>.

**\*\*LIVE STREAMING FOR THIS MEETING WILL NOT BE AVAILABLE\*\***

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**AGENDA**

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- I. Call to Order
- II. Pledge of Allegiance
- II. Roll Call
- III. Changes to the Agenda
- IV. Public Comments on Matters on the Agenda

AGENDA

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- V. Conflict of Interest Disclosure:  
*Please note that Board members who also serve as a member of a legislative body of another public entity, such as San Bernardino County or the County of Riverside, does not by itself constitute a disqualifying conflict of interest that would prevent such members from participating on matters appearing on the agenda for the Inland Empire Health Plan or IEHP Health Access despite their affiliation with both public entities.*
- VI. Adopt and Approve of the Meeting Minutes from the May 13, 2024 Regular Meeting of the Governing Board of IEHP Health Access
- VII. CONSENT AGENDA
- ADMINISTRATION (Takashi Wada, M.D.)**
1. Review and File - Care Division Update
  2. Approve the IEHP Health Access 2025 Governing Board Meeting Calendar
- X. Comments from the Public on Matters not on the Agenda
- XI. Board Member Comments
- XII. Closed Session – *No Business*
- XIII. Adjournment

The next meeting of the IEHP Governing Board will be held on January 13, 2025 at the Dr. Bradley P. Gilbert Center for Learning and Innovation in Rancho Cucamonga.

## **ADMINISTRATION**

### **1. CARE DIVISION UPDATE**

**Recommended Action:**

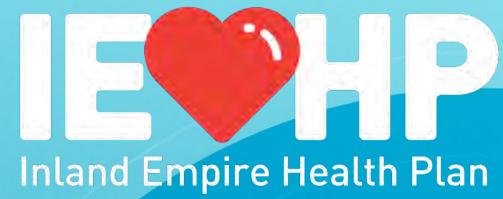
Review and File

**Contact:**

Takashi Wada, M.D, Interim Chief Executive Officer

**Discussion:**

The attached presentation was shared with the Inland Empire Health Plan Governing Board at the September 9, 2024 Governing Board Meeting.



# *Care Division Presentation*

# Care Division Update

## IEHP Governing Board

September 9, 2024



# Cycle 2 | 2024 Annual Strategic Plan

## GOAL 1 | Preventive Care

- Member Quality
- Provider Quality
- Policy Impact
- Internal Operations

## GOAL 2 | Integrated & Equitable Care Services

- Pop Health Management
- Improve Health Equity

## GOAL 3 | Hospital Care

- Quality Hospitalist Network
- Clinical Variation Reduction
- Member Experiences in Hospitals
- Optimize Quality Rating System: In-Network
- Hospital Quality Workforce



## GOAL 1 | Vibrant Health Model (In Partnership with IEHP Foundation)

- Direct Investments
- Facilities & Infrastructure
- Advocacy & Policy
- VH Prioritized Interventions

## GOAL 1 | Brand Strength

- Quality & Marketing Campaigns
- Storytelling
- Marketing Business Strategy

## GOAL 2 | Systems

- Improve Security Posture
- Production Engineering
- Reliable & Resilient Systems
- Vendor Management
- Infrastructure Modernization
- Business Analysis & Quality Engineering
- Digital Transformation
- NDDB Upgrade

## GOAL 3 | Quality Driven Contracts

- New Quality Driven Contracts
- In Place Value Based Programs
- ROH Model (IEHP Plan)

## GOAL 4 | Membership Growth

- Medicare
- Medi-Cal
- Covered California

## GOAL 5 | Operation Critical

- Operational Performance
- Regulatory / Compliance
- Member Experience
- Provider Experience

## GOAL 6 | Data Strategy

- Data Acquisition
- Data Normalization
- Data Usability

## GOAL 7 | Future Network

- Care Division

## GOAL 8 | Share Vision Partners

- RUHS
- ARMC
- Onboard 3 Additional SVP's

## GOAL 9 | Workforce of the Future

- Organizational Effectiveness & Operational Readiness
- Workforce Development
- Workforce Engagement

# Momentum

- Identified our priority problems to solve.
- Established clear goals for the Care Division based on a broad set of regional inputs.
- Developing baseline thoughts around who we want to be and how we will initially enter the market.
- Researched and directionally aligned on a recommendation for a preferred legal structure.
- Built our strategic road map & draft 3-year deliverables.
- Launched our Care Division Advisory Council with regional leaders.



# The Problems to Solve

## Shorter Term (2025, 2026)

- PCP shortage
- Access
- Quality & Experience

## Longer Term (2027-2030)

- Physician alignment
- Health disparities
- Community health
- Integrated and coordinated care
- Market threats





# Care Division Goals

Shorter  
Term

- Access to care has been improved.
- The shortage of PCP's has been significantly impacted by the development of a Care Division.
- Quality and Patient Satisfaction are at or above the 75<sup>th</sup> percentile for the Care Division.

Longer  
Term

- Aligned IEHP provider workforce with sufficient market share to influence healthcare in the IE.
- A technology-enabled integrated delivery system will demonstrate Optimal Care and Vibrant Health.
- Our partners are an integral part of the Care Division development and realization.
- We will increase regional influence, creating our own future.



# The Medical Practice of Future: Who will we be?

- A distinction of difference – far beyond other options in our market.
- Tightly aligned with the Mission, Vision, Values of the health plan.
- Fully deliver on the commitments to Optimal Care & Vibrant Health.
- Our sole shareholder is the public good.
- Locally led and shaped.
- A unique culture that attracts and retains.
- Embracing a “utility” function.



# The Medical Practice of Future: How will we begin?

- Employed model medical group.
- Primary Care initially.
- Multi-modal access points (virtual, mobile, and physical clinics).
- Expect 50+ providers over the first 3 years.



# Challenges

- Recruitment of providers.
- Recruitment of staff.
- Financial investment.
- Acceptance in the community.

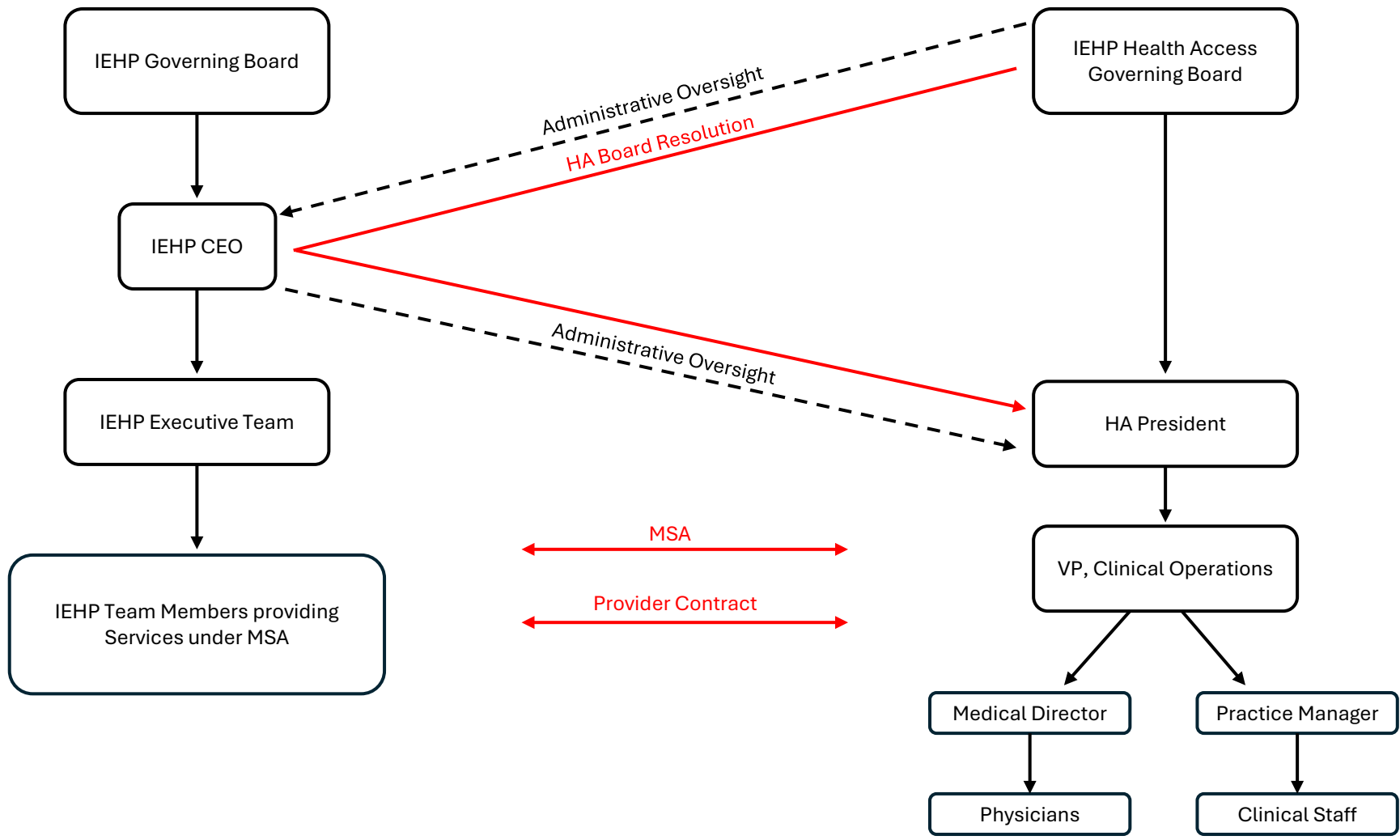
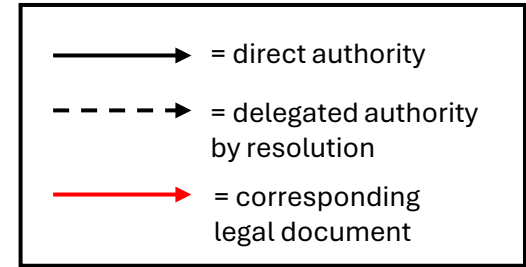


# Recommended Legal Structure

- After extensive research and legal consultation, we have arrived at a preferred structure recommendation:
  - Reside within Health Access
- We will bring a formal recommendation to the Health Access Board in the upcoming months.



# Draft Alignment Between IEHP and HA



# Strategic Road Map & Work Streams

1. Practice Model
2. Clinic Infrastructure
3. Staffing
4. Location
5. Finance



# Draft 3 Year Targets (2025-2027)

## By the end of 2027:

- Performing 75,000 visits annually.
- Enrollment of 35,000 lives.
- Opened 3 clinics, 2 mobile clinics, a virtual clinic, placed doctors in 4 FQHC locations.
- Hired 31 physicians and 19 AHP's (total 50 FTE's).
- Quality score at the 90th percentile for the Care Division.
- Timely access scores at or greater than the 90th percentile.
- CG-CAHPS (Patient Experience) score exceeds the 75th percentile.





# Care Division Advisory Council

- Jennifer Cruikshank: CEO, RUHS Medical Center & Clinics
- Andrew Goldfrach: CEO, Arrowhead Regional Medical Center
- Dolores Green: CEO, Riverside County Medical Association
- Alison Elsner: CEO, San Bernardino County Medical Society
- Dr. Tarek Mahdi: Physician leader from Riverside County
- Dr. Tarek Moqattash: Physician leader from San Bernardino County
- Dr. Jason Lohr: CEO, SAC Health



# Next Steps

- Continue designing and building medical group infrastructure.
- Scope out key components of infrastructure including Electronic Medical Records, Mobile Clinic, and design/build out of first clinic.
- Bring forward 2025 capital and operating budgets.
- Update and discussion at the Board Retreat in December.



## ADMINISTRATION

### 2. APPROVE THE IEHP HEALTH ACCESS 2025 GOVERNING BOARD MEETING CALENDAR

**Recommended Action:**

That the Governing Board of IEHP Health approve the 2025 Governing Board meeting calendar.

**Contact:**

Takashi Wada, M.D., Chief Medical Officer

**Background:**

The bylaws of IEHP Health Access provide that the regular meetings of the Governing Board shall take place on the second Monday of every month except when that date is a holiday, the Board shall meet on another day during that week subject to notice provided by the agency. From time to time, a regular meeting may need to be scheduled on another day except the second Monday of the month to accommodate holidays, calendar conflicts of Board members and/or IEHP Health Access leadership, or meeting room availability.

**Discussion:**

A Governing Board Meeting calendar has been developed to identify the regular and modified meeting dates for the 2025 calendar year in order to provide the public notice of the agencies' regular public meetings for the year and to minimize any confusion. The proposed 2025 meeting dates are as follows:

Monday, January 13	Monday, July 7
Monday, February 10	Monday, August 11
Monday, March 10	Monday, September 8
Monday, April 14	Tuesday, October 14
Monday, May 12	Monday, November 10
Monday, June 9	Monday, December 8

After approval, any changes to the 2025 calendar will be submitted to the Governing Board for approval.

**THE GOVERNING BOARD  
OF THE  
IEHP HEALTH ACCESS**

Inland Empire Health Plan  
Dr. Bradley P Gilbert Center for  
Learning and Innovation – Board Room  
9500 Cleveland Avenue  
Rancho Cucamonga, CA 91730

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**MINUTES OF THE MAY 13, 2024 REGULAR MEETING**

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**Governing Board Members Present:**

Supervisor Karen Spiegel  
Supervisor Curt Hagman  
Supervisor Yxstian Gutierrez  
Supervisor Dawn Rowe

Dan Anderson  
Drew Williams  
Eileen Zorn

**Governing Board Members Absent:** None  
**Governing Board Member Vacancy:** None

**Inland Empire Health Plan Employees and Legal Counsel Present:**

Jarrold McNaughton, Chief Executive Officer  
Keenan Freeman, Chief Financial Officer  
Vinil Devabhaktuni, Chief Digital and  
Information Officer  
Edward Juhn, Chief Quality Officer  
Michelle Rai, Chief Communications &  
Marketing Officer  
Supriya Sood, Chief People Officer  
Takashi Wada, Interim Chief Medical Officer  
Susie White, Chief Operations Officer

Raymond Mistica, Esq. Deputy County Counsel  
Anna Wang, Esq., Vice President, General Counsel  
Greg Bradbard, IEHP Foundation CEO  
Victoria Ostermann, Director of Government  
Affairs  
Annette Taylor, Secretary to the Governing Board  
Stefanie Stubblefield, Board Specialist

**IEHP Staff Absent:** None

**Guests:** None

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- I. Call to Order:  
Chair Hagman called the May 13, 2024 regular meeting of IEHP Health Access Governing Board to order at 10:45 a.m.
  - II. Pledge of Allegiance: *The Chair Dispensed with the Pledge of Allegiance as it was previously conducted during the IEHP Governing Board meeting at 9:02 a.m.*
  - III. Roll Call
  - IV. Agenda Changes: None
  - V. Public Comment: None

- VI. Conflict of Interest Disclosure: None
- VII. Adopt and Approve the Meeting Minutes from April 8, 2024 Meeting of the Governing Board of the IEHP Health Access Governing Board.

***Action: On motion of Member Gutierrez and seconded by Member Williams, the Meeting Minutes from the April 8, 2024 Regular Meetings of the Governing Board of IEHP Health Access were approved as presented. (Gutierrez/Williams)***

- VIII. IEHP Health Access:

Consent Agenda: *No Business*

- IX. Comments from the Public on Matters Not on The Agenda: None

- X. Board Comments: No comments

- XI. Adjournment

*Chair Hagman adjourned the May 13, 2024, IEHP Health Access Governing Board meeting at 10:47 a.m.*

The Approved Governing Board Minutes for April 8, 2024 will have a copy of the IEHP Health Access Board Report #347 attached

These Meeting Minutes were duly adopted and approved on December 9, 2024.

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Annette Taylor  
Secretary to the IEHP Governing Board