

"We cannot lower the mountain; therefore, we must elevate ourselves."



REACH NEW HEIGHTS: The San Bernardino Mountain range spans across a portion of the 27,000 square miles included in IEHP's vast service area.

Our call to elevate quality

At IEHP, every year is a chance to raise our standards and strengthen our impact.

Over the past year, we have seen remarkable moments of progress, even as we navigated significant change. For the fifth consecutive time, IEHP was certified as a Great Place To Work®. As we look ahead to celebrating IEHP's 30th anniversary in 2026, we also reflect on how far we have come. Through it all, one thing has remained constant: our shared commitment to the people and communities we serve.



That commitment is at the heart of the IEHP 2026 Quality Report theme: Elevate. It's a reminder that even in challenging times, we can rise higher by strengthening our partnerships, improving the quality of care, and finding new ways to heal and inspire.

Shifts in state and federal funding are reshaping the way health care is delivered. While these changes bring challenges, they also create opportunities to adapt, innovate and lead. For IEHP, elevating means staying grounded in our Mission, Vision and Values while working together to find solutions that keep care accessible, equitable and high quality.

We see this spirit in action across our work: mobile well-child clinics at our Community Wellness Centers; expanded home visits for members with diabetes; the launch of IEHP College Care for local community college students; and our Healthy School Program connecting families to vital resources.

Efforts like these strengthen our partnerships and improve care across the region, contributing to outstanding results for our members and communities. The pages ahead share the stories, data and partnerships that reflect those results and exemplify what it means to elevate.

Together, we will continue to reach higher in our work, uplift our communities, and uphold our vision for a healthier, more vibrant tomorrow.

Jarrod McNaughton, MBA, FACHE

Chief Executive Officer

fred





Our Story

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Who We Are

With a mission to heal and inspire the human spirit, Inland Empire Health Plan (IEHP) is among the top 10 largest Medicaid health plans and the largest not-for-profit Medicare-Medicaid public plan in the country.

In its 30th year, IEHP supports 1.5 million residents in Riverside and San Bernardino counties who are enrolled in Medi-Cal, IEHP DualChoice (those individuals with both Medi-Cal and Medicare) or IEHP Covered. IEHP has a network of nearly 10,000 providers and 3,800 team members.

Through dynamic partnerships, quality care and award-winning service, IEHP is committed to bringing Optimal Care and Vibrant Health to the Inland Empire.

Look for the following icons throughout this report to see how our

quality performance and initiatives are connected:



Optimal Care



Health Equity



Vibrant Health





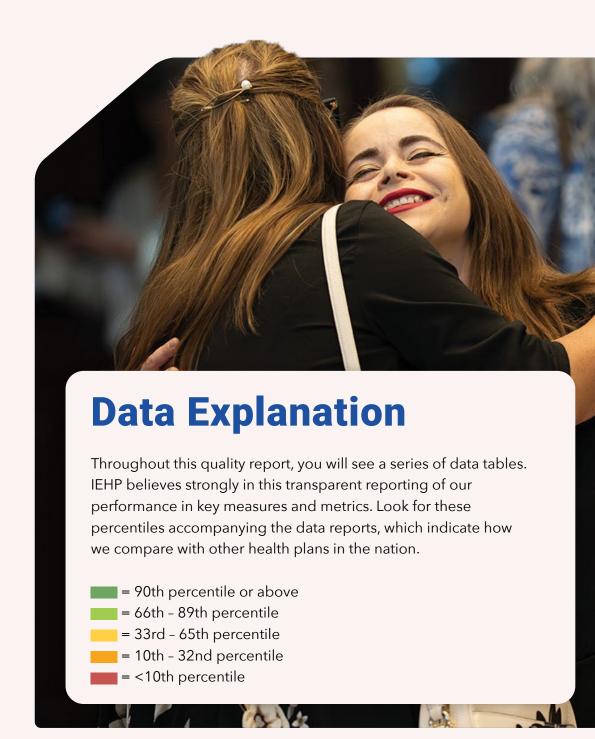
Core Measures

IEHP's efforts to improve our members' health outcomes include ongoing assessments of key quality measures. These data points paint a picture of how IEHP is performing when it comes to providing quality health care. This information is used to identify areas for growth, issues of disparity and opportunities for innovation.

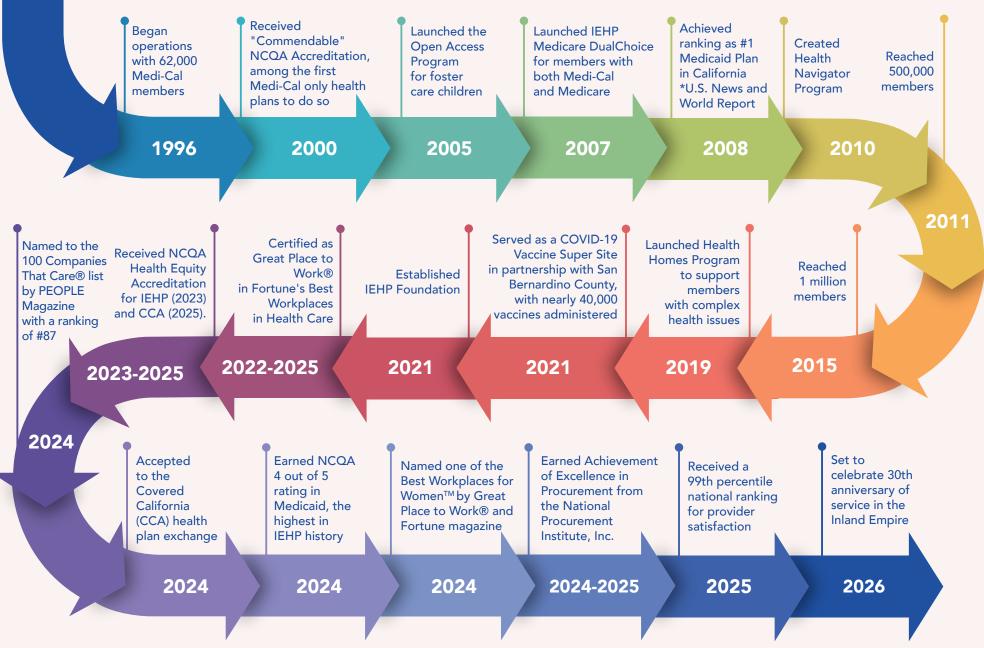
The data and initiatives shared in this report include results from IEHP's main quality measure set: Healthcare Effectiveness Data and Information Set (HEDIS®). HEDIS® is a standardized measure set of over 90 metrics that assess health plan quality performance across the United States. This measure set 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 measurement set is an important way for us to stay accountable as we journey toward our mission of healing and inspiring the human spirit.

These core measures track IEHP's quality performance in chronic care, behavioral health, hospital care and preventive care.



IEHP Timeline



2026 marks IEHP's 30th anniversary

For perspective on what life was like when IEHP first began in September 1996, consider these numbers from that same year:

- The median price for a single-family home in the Inland Empire was approximately \$122,000.
- The average price of a new car was \$18,000.
- Regular unleaded gasoline in Southern California went for \$1.29 per gallon.

IEHP launched operations with 62,000 Medi-Cal members – mostly mothers and their children – and a new chapter in our story began.

The "health plan with the heart" still champions mothers and children, but now it also serves a total of 1.5 million members.

Today, IEHP is one of the top 10 largest Medicaid health plans, the largest not-for-profit Medicare-Medicaid public health plan in the country, and for the fifth year in a row, certified as a Great Place To Work ®.

As IEHP's 30th anniversary approaches (stay tuned for celebration details), we reflect on a few key milestones along the way and look forward to the journey ahead.

ACCOMPLISHMENTS

2007: Offered IEHP Medicare
 DualChoice for members with both
 Medi-Cal and Medicare

• 2015: Reached 1 million members

• 2024: Joined the Covered California insurance market exchange

GOALS

- Open more Community
 Wellness Centers
- Expand membership in IEHP Covered
- Serve more IE residents through IEHP's Care Division and Medicare Advantage plans

Three decades later, IEHP's mission continues to light the way: "We heal and inspire the human spirit."







Vibrant Health

Vibrant Health means that our members and the residents of the IE have access to a better, more joyful life because:

- Exposure to the root causes of ill health is significantly reduced.
- Core needs are increasingly met (e.g., food, shelter, safety).
- Health is equitably experienced across our diverse communities.

We will consider this successful when, by the end of 2030, a collaborative multi-sector task force has implemented a proven community health and well-being model and is on track with mutually agreed-upon targets.



Optimal Care

Optimal Care means that our members and the residents of the IE can trust and expect the following across entities providing care:

- Clinical care quality and outcomes exceed national benchmarks and consistently follow evidencebased best practices.
- Care is designed and seamlessly coordinated from prevention through the whole care continuum.
- Care is built on cultural humility and respectful, holistic, humancentered experiences.

We will consider this successful when, by the end of 2030, 100% of our members are receiving Optimal Care marked by these defining factors and when we have greatly influenced care for all who call the IE home.

Organizational Strength

Organizational Strength means that IEHP is continuously improving and advancing our organization in support of Optimal Care and Vibrant Health through:

- Systems thinking that aligns our people, operations and financial performance.
- Next generation innovation that drives us to make big leaps forward.
- Growth and new business development that expands our ability to serve.

We will consider this successful when, by the end of 2030, we have built a transformational and resilient infrastructure that empowers us to deliver success on Optimal Care, Vibrant Health and the future of health care.

Giving a Voice Inland Empire represented

through advocacy efforts

IEHP serves as a voice for others when interacting with elected officials and sharing important viewpoints with local and national media.

Some examples of IEHP's centralized government affairs advocacy and communication efforts throughout 2025 include:

- CEO Jarrod McNaughton met with Congresswoman Norma Torres (35th District), Congresswoman Young Kim (40th District) and Congressman Ken Calvert (41st District) to express concerns regarding potential cuts to Medicaid funding.
- A featured speaker at the Inland Empire Community Health Initiative (E-CHI) 13th Annual Legislative Forum on March 14, McNaughton discussed the impact of federal health policies in California and the Inland Empire.
- Sent a joint letter with more than two dozen agencies, hospitals and other organizations on June 16 to U.S. Senate members outlining the negative impact potential Medicaid cuts could have on the region.



- Co-hosted with IEHP Foundation a meeting with U.S. Rep. Young Kim on June 30 to discuss Medicaid, SNAP and AmeriCorps.
- Attended the California Medical Association's annual Medical Group Summit in Sacramento on Aug. 13 as part of an H.R. 1 bill panel.
- Hosted Local Health Plans of California (LHPC) strategy session on Aug 19.
- Hosted U.S. Rep. Norma Torres and her Healthcare Sector Roundtable on Aug. 20.
- McNaughton attended the Association for Community Affiliated Plans annual CEO Summit held Oct. 9-10 in Washington, D.C.
- Vice President of Government
 Affairs Victoria Ostermann joined
 McNaughton in Washington, D.C.
 for legislative briefings with over
 a dozen legislators.

In addition, IEHP leaders contributed industry articles for national outlets and granted media interviews for their expertise in health care matters:

 "How Medicaid Supports Working Families and the Economy," written by McNaughton, was published Feb. 11 in the Desert Sun.

- "Beyond a One-Size-Fits-All For Managed Care Plan Benchmarks," written by McNaughton and then Chief Quality Officer Edward Juhn, MD, was published online Feb. 20 on the American Journal of Managed Care (AJMC) website.
- "Smart Spending Drives Better Care," co-written by McNaughton and Dr. Juhn, was published online April 14 on the Becker's Payer Issues website.
- Authored content for LHPC newsletters

 (a statewide trade association
 representing all 17 community-based,
 not-for-profit health plans) highlighting
 IEHP community health care
 outreach programs.
- Interviewed by the Los Angeles Times, Southern California Newspapers Group, the Inland Valley Daily Bulletin, Capital & Main, and more regarding Medicaid cuts.

IEHP leaders regularly visit the State Capitol and Inland Empire representatives to ensure specific needs and regional concerns are addressed, while the IEHP executive communications team stays abreast of these developments and drafts letters in support of the organization's overall mission. The government affairs team also fosters long-standing, positive relationships with the Inland Empire Legislative Delegation, which includes key local, state and federal elected officials who represent all or parts of Riverside and San Bernardino counties.

And always, it is IEHP's goal to serve as a voice for the members, providers and residents who call the Inland Empire home.







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Member Experience

At IEHP, we strive to do the right thing. "Placing our members at the center of our universe" is part our values. Member satisfaction is our priority. One way we assess our members' experiences is through the Consumer Assessment of Healthcare Providers and Systems (CAHPS) survey. This survey asks members about their experience with the health plan, providers and access to care.

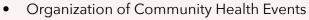
IEHP continues to seek opportunities for improving members' access to care and their overall health care experience. The table below summarizes the percentage of members who responded favorably to questions related to their health care experience.

Quality Measure	2022	2023	2024	National Percentile
Rating of Health Plan	67.0	71.4	69.1	66th
Rating of Health Care	55.1	60.6	52.3	10th
Getting Needed Care	NA*	81.7	78.5	10th
Rating of Personal Doctor	63.3	69.5	64.5	<10th
Benchmarks based on NCOA Health Plan Rating Percentiles published 9/2025 *NA denotes measure did not meet minimum number of responses required to calculate a rate (n<100	0).		9th percentile or a 2nd percentile	above = <10th percentile

Our Members

IEHP serves 1.5 million members located throughout the IE. Whether an IEHP member lives in a larger metropolitan area or a rural community, the commitment is the same: quality care and services delivered in innovative ways. We do this by "placing our members at the center of our universe," just as we have for the last 29 years. And when it comes to ensuring our members engage in their care, we focus our efforts on direct actions such as:

IEHP began in 1996 with a strong focus to help mothers and children in Riverside and San Bernardino counties; it has since grown to include members of all ages throughout the IE.



School-Based Care Partnerships

Direct Appointment Scheduling

Childhood Immunization Incentive Programs



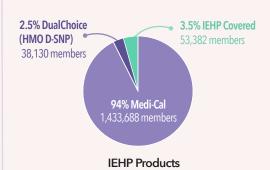


Who We Serve



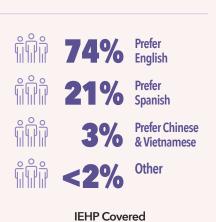


Inland Empire Counties

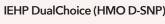




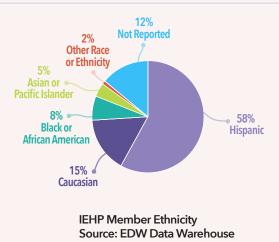














Behind the Numbers

Riverside teen represents real-life benefits of Medi-Cal

For IEHP member Isaiah O. and his mother, Daisy E., Medi-Cal benefits serve as a lifeline.

Literally.

Isaiah, 19, has cerebral palsy (CP) - a neurological disorder that affects movement, balance and posture. He cannot walk or talk.

Despite his physical limitations, the Riverside teen – also known by his rapper name, "Lil' Ice Bear" – leads a big life filled with love, joy and family because of services and in-home support he receives from California, according to Daisy. "Medi-Cal is fundamental to helping with Isaiah's care," she said. "All of his life-sustaining medical care – feeding tube, supplies and medications – are all provided through Medi-Cal."

For Isaiah and his family, the state benefits are crucial.

"If Isaiah didn't have this safety net available to him, it would be so damaging and dangerous," she said. "Without it, major life-changing decisions would have to be made, and we would face the heartwrenching decision ... could we really provide enough to keep Isaiah home with us ... keep him alive, healthy and with us?"

BEVY OF BENEFITS

Medi-Cal covers a wide range of items for Isaiah, including a special formula he needs (because of severe food allergies) and medications to keep him pain-free from involuntary, sometimes extreme muscle movements associated with CP. One single 12-pack of Isaiah's formula provides three days of nutrition but costs as much as his family spends on one week's worth of groceries.

is living a big life in Riverside, California. Scan to watch a video about Lil' Ice Bear.

Because of support from his family, his mother, Daisy E., IEHP and California-funded state programs, Isaiah O. – aka, "Lil' Ice Bear"– Then there's the special communication device, which Isaiah uses to speak as well as compose rap songs.

"As social of a person as Isaiah is, I don't believe he would be as healthy without his communication device, since socializing has had such a positive impact on his mental health," Daisy said. "Having this device also allows him to express himself – how he feels, what he likes, doesn't like and for his basic needs. It is an integral part of his involvement in the community and he would not have it if Medi-Cal didn't cover it."

In 2023, ABC7 News featured Isaiah and one of his nurses who helps produce Lil' Ice Bear's songs.

This creative partnership is a prime example of Isaiah living his best life because of Medi-Cal support, Daisy said.

CARE FOR THE CAREGIVER

Another Medi-Cal benefit central to Isaiah's health is the respite care afforded to Daisy, who is her son's primary caregiver. Other professionals, such as, licensed vocational nurses, are provided for Isaiah.

"These hours of respite (care) ensure I don't become burnt out by caregivers' exhaustion," Daisy said. "I love caring for Isaiah, but without these hours, my own health would be negatively impacted by not having any time to take care of my own health."

When the prospect of cuts to publicly funded health care makes headlines, it gets Daisy's attention.

After all, there are real people behind those numbers and budgets, she said.

People like Lil' Ice Bear and Daisy.

"These types of programs allow people like Isaiah to live life, a valuable life, as well as to contribute to society in many ways," Daisy said "Just like most of us, Isaiah craves to be a part of a community ... and he has been blessed to be part of a community where his quality of life has been positively impacted by him having access to these life-changing pieces of equipment and care."

'KEEP HELPING'

Because of Medi-Cal coverage, Isaiah can stay at home "for a fraction of what I imagine a long-term facility would cost," Daisy added.

"At home, he thrives; he is happy and joyfully contributes to a beautiful community," she continued.

Isaiah himself agreed wholeheartedly, sharing encouraging words in a prerecorded video with thousands of

Elevate Support

Medi-Cal is California's Medicaid health care program supported by federal and state taxes. It pays for a variety of medical services for children and adults with limited income and resources.

Medi-Cal benefits are available regardless of sex, race, religion, color, national origin, sexual orientation, marital status, age, disability or veteran status. If a person is determined eligible, Medi-Cal will continue as long as requirements are met.

Source: The California Department of Health Care Services (DHCS)

IEHP team members gathered for a company-wide meeting in March 2025.

"A message I have for you guys is to keep helping disabled people and people who are poor," said Isaiah via his Medi-Cal provided communication device. "You are helping someone whenever you are at your computer helping us to get our stuff."

At that, there wasn't a dry eye in the room. ♥





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Our Providers

IEHP partners with nearly 10,000 health care providers to coordinate care for our members. Alongside our growing network of providers, we are committed to improving health and health care access in the Inland Empire through impactful incentives and strategic support.

IMPACTFUL INCENTIVES

To emphasize IEHP's commitment to this important work, the Pay for Performance (P4P) program paid \$258 million for program year 2024.

IEHP's P4P programs are designed to reward network providers who meet key quality improvement goals. The first provider incentive program launched in 2000 and focused on the administration of immunizations prior to a member's second birthday. The program has since evolved into other areas of care, including well-child visits, diabetes care, asthma care, cancer screenings, access to care, member satisfaction, perinatal care and more.

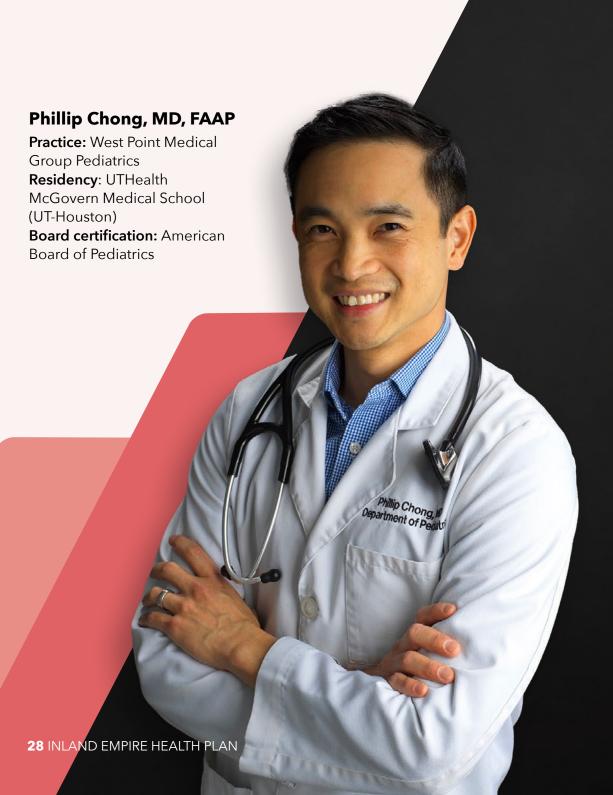
The financial incentives are given to providers who show year-over-year improvement and achieve top-tier quality performance levels in key quality performance measures across multiple domains of care, including preventive and chronic care as well as member experience.

IEHP currently offers **seven P4P programs:**

- Global Quality P4P PCP
- Global Quality P4P IPA
- OB P4P
- Urgent Care + Wellness Quality Incentive Program
- IEHP Direct Stars Incentive Program
- Hospital P4P
- D-SNP Model of Care Program

Since the inception of the P4P program, IEHP has paid more than \$1.12 billion in incentives to our valued providers, resulting in demonstrated improvement in IEHP members' health outcomes and health plan measure performance.





From the Heart

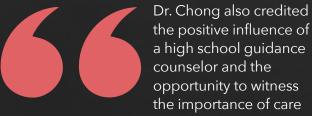
Pediatrician inspires next generation

For Phillip Chong, MD, a doctor's office represents more than a place to receive health care.

The interaction with an engaged provider can shape someone's future, or perhaps even set a young person on a career path to help others.

After all, that's exactly what happened to a young boy of Chinese immigrants, who split his time between the country of Panama and Miami, Florida.

"I was very fortunate to have a great pediatrician, Dr. Mercado, who piqued my interest in health care," said Dr. Chong, an Inland Empire Health Plan (IEHP) network pediatrician at West Point Medical Group Pediatrics in Fontana. "Later on, as an adolescent, I served on several local and international mission trips ... and I felt encouraged to one day be part of a system that bridges the gap in health disparities at a local or global level."



access and early intervention, especially for people who lack resources. He remains grateful that combining his keen interest in science and a committed heart for children led him to pediatrics.

THE PARENTHOOD FACTOR

Dr. Chong and his wife, Michelle, moved to the Inland Empire in 2017. They have two sons, Simon, 3, and Micah, 1. As expected, entering parenthood absolutely affected Dr. Chong's work.

"I definitely empathized and felt better equipped to help," he said. "Knowing firsthand about the sleepless nights and distractions, I make sure to provide handouts to reference later regarding their child's condition as well as give any helpful tips from my personal experience."

Dr. Chong also creates educational opportunities for families, building firm roots in basic health practices to grow and thrive, he said.

"I want my patients to be inspired to set their own healthy agendas, such as enjoying home-cooked meals and taking a walk together," Dr. Chong added.

WHOLE-CHILD CARE

Dr. Chong aims to provide whole-child care. In communities as culturally and socioeconoically diverse as the IE, that includes connecting parents to non-medical resources like local food banks or communicating in their preferred language.

"Every family has their own unique circumstances," he said. "As a pediatrician, I want to establish connections and deliver more culturally sensitive care."

For instance, with modern medicine and rapidly changing technologies, Dr. Chong looks to build trust with his patients about new treatments as well as established care such as immunizations.

"So, I consider it a win when I can meet vaccine-hesitant parents where they are, to eliminate the hesitancy and start allowing their children to receive these life-saving vaccines," he said.

HEARTFELT SUPPORT

Dr. Chong emphasized that working collaboratively with IEHP sets him and his patients up for success.

"The heart behind IEHP, the support of an extensive network of contracted pediatric specialists, and member incentives for patients have been of great assistance," he said.

And when Dr. Chong needs extra motivation to practice medicine, he finds it in the sons who love to make pizza and explore their community's hidden gems with him.

"My two boys, born and raised in the IE, are keeping things fresh, reminding me every day why I love being a pediatrician and an advocate for my patients," he said. "My patients deserve to thrive physically and emotionally ... I am committed to making them feel valued throughout their formative years."

Because, just as Dr. Chong's career path showed, a provider visit can offer more than meets the eye.

"Yes, the doctor's office is a place to heal the sick and educate about maintaining healthy lifestyles, but it is also a place to inspire the next generation of community

leaders," he said.
"Seeing these
children develop
and grow is such a
fun and rewarding
experience!"



Provider Network Snapshot

2,963 Behavioral Health

30%

2,711 Specialists

27%

2,143 Other (Midlevel, other, PCPs, Therapists)

21%

1,443 Primary Care Providers

14%

342 Vision

3%

254 OB-GYNs

2.5%

143 Urgent Care

1.4%

Total IEHP Providers: 9,999 (As of 8/29/25)

Top 10 Providers

WHAT IS A QUALITY SCORE: Quality scores for IEHP providers can range from 0 to 3.82. The top score for the 2024 Global Quality P4P was 3.64. IEHP's Top10 providers' scores in 2024 range from 3.50-3.64. Ratings are based on reaching established quality goals (called "Tier Goals") for each quality measure, all to keep our members as healthy as possible.

Provider Name	Quality Score
Maged Ibrahim, MD	3.64
Daksha Jain, MD	3.63
Jennifer Kim Pyon, MD	3.6
Ahmed Tamer Nasr Abdelmaksoud Soliman, MD	3.6
James Wu, MD	3.6
Jasmine Ramos, MD	3.59
Priti Desai, MD	3.58
Hua Bai, MD	3.56
Heidelene De La Rosa, MD	3.51
Rosario Badar Retino, MD	3.5

Based on 2024 results *Out of 3.82

Win-Win

IEHP provider satisfaction ranks in 99th percentile nationally

Score another big win for IEHP!

IEHP achieved a 99th percentile national ranking in provider satisfaction on Press Ganey's 2024 Provider Experience Survey, with responses from nearly 1,000 primary care physicians, specialists and behavioral health providers.

In fact, IEHP ranked "significantly higher" in all eight categories compared to other health plans surveyed nationwide.

Of those providers who participated in the survey, 97% said they would recommend IEHP to other physicians in the region. Taking an annual pulse of its medical staff solidifies IEHP's "homefield" advantage.

"Receiving authentic and productive feedback from our providers allows us to strengthen the work we do, remain transparent in our growth, and ultimately improve the service and access to care for everyone in our communities," said IEHP Chief Operating Officer Susie White. "By making time available to hear directly from our provider network, IEHP offers an

advantage as a local health plan because we work and live in the same communities we serve."

Keeping communication channels open and transparent is key, White added.

"We love to hear ideas from our providers and their teams because they are truly the boots on the ground and taking care of 1.5 million members requires collaboration," she said, adding praise for in-person provider dinner events, fair and timely reimbursements, and a shared goal to improve members' satisfaction and health outcomes.

"We work in partnership with our provider network. We need each other to make a difference in our shared communities."

SUSIE WHITE, CHIEF OPERATING OFFICER

Like any champion team, there is always room to elevate performance.

"Survey results help us identify some of the lower scored areas of service, such as network and coordination of care, and we are already on a path to improvement in those areas," said IEHP Vice President of Provider Experience Dan Gomez.

Based on survey findings, Gomez and his team identified several key areas of focus to further enhance the provider experience, including:

- Improved provider onboarding training, including additional tools such as IEHP's Learning Management System to meet providers where they are and ensure timely education.
- Broadening access to care, including virtual care and services in rural areas.
- Accepting provider claims disputes through the health plan's secure portal, making claims resolution quicker and easier.

IEHP will strive for ongoing collaboration with providers – it's a win-win for all. "We work in partnership with our provider network," White said. "We need each other to make a difference in our shared communities."

Full Circle

IEHP scholarship recipient commits to hometown help

The impact of compassion and communitycentered care are among the many things I've learned as a native of Apple Valley, California, a High Desert community known for its resilience and socioeconomic challenges.

In an area that sometimes feels like an island, I've seen the negative effects of a health care system stretched thin by distance and limited resources.

I've also seen the importance of community: neighborhoods reaching out to their members, serving as life rafts for those who feel forgotten.

Growing up in my town, I gained not just a love for the desert but also a deep sense of purpose to serve those who too often go unseen or underserved in our health care system.

My desire to give back to the community fueled my commitment to stay in the Inland Empire. I pursued my undergraduate education at the University of California, Riverside; attended medical school at Loma Linda University; and completed my family medicine residency at Desert Regional Medical Center in Palm Springs.

My decision to remain in the IE was a deliberate and lifelong choice to serve here. This community isn't just where I trained – it's home.

Now, as I begin the next chapter of my career, I'm honored to return and serve my hometown of Apple Valley and the neighboring city of Hesperia at a Federally Qualified Health Center just a few miles from the house where I grew up. It feels like coming full circle: finally able to give back to the place that helped shape the person I've become.

Throughout my journey, the support I received from IEHP and the IEHP Healthcare Scholarship Fund (HSF) played a pivotal role. It provided not only financial assistance but also a powerful reminder of IEHP's commitment to our community.

The HSF scholarship helped me stay focused on my dream of becoming a physician for the underserved and an advocate for change. This continued support has reminded me of the impact we can have when we invest in people.

IEHP's dedication to empowering future health care providers is essential to building a stronger, healthier region. It shows how investing in the next generation of providers creates lasting outcomes for community health and well-being. I'm proud to be a beneficiary of that vision and an example of what's possible when you support local students.

Without my parents' constant encouragement and IEHP's commitment to my success, I wouldn't be the person and the doctor I am today. Together, we can continue building a healthier, more equitable future – one patient, one provider and one community at a time.



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Elevate Scholars in the IE

The Healthcare Scholarship Fund is one of IEHP's most innovative partnerships. Investing in the providers of tomorrow directly and positively impacts one of the lowest provider-to-patient ratios in the state.

IEHP partnered with three universities in the Inland Empire: UC Riverside, Loma Linda University, and California University of Science and Medicine.

Students attending medical school as well as those studying to become nurse practitioners in psychiatry receive full-ride scholarships. In exchange, these future providers serve in the IEHP Network for a minimum of five years.

"I'm proud to say we have 248 students who have benefitted from IEHP's Healthcare Scholarship Fund," said IEHP's Chief Medical Officer Edward Juhn, MD. "It's exciting to know we are strengthening our provider-patient ratio, one scholar at a time."



Connections That Count

Temecula provider prioritizes patient experience

More than 25 years into his practice, Curtiss W. Combs, MD, is known for the kind of care that stands out: attentive, seamless, and rooted in empathy.

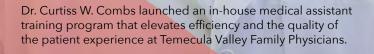
In fact, standing out has been a hallmark to Dr. Combs' career in medicine. Having previously worked as a high school teacher and insurance professional, he didn't enter medical school until his 40s.

What led Dr. Combs to medicine? His deep desire to serve, listen and make a lasting difference in people's lives.

ELEVATING MEDICAL ASSISTANTS

A graduate of Loma Linda University School of Medicine, Dr. Combs treats chronic conditions such as heart failure, high blood pressure and diabetes. But what sets him apart is his ability to connect with patients. He holds an unwavering belief that medicine should treat the whole person with time, care and dignity.

Featured in U.S. News & World Report,
Dr. Combs and his fellow providers at
Temecula Valley Family Physicians



have earned hundreds of positive reviews across multiple online platforms. The practice also participates in patient-experience surveys, using that feedback to continually strengthen the quality of care. These efforts reflect what patients value most: a doctor who listens and genuinely cares.

Dr. Combs attributes much of his practice's success to the Efficient Care Medical Assistant & Scribe Training program. (See "Medical Assistant Training" story.)

Launched in 2012, the in-house medical assistant training program not only helps develop up-and-coming medical assistants, but it also eases the workload of the Temecula Valley Family Physicians, allowing them to spend more time with patients.

Dr. Combs believes patient care isn't about handing out orders – it's about changing minds.

"You can't just tell someone to get a colonoscopy and expect they'll do it," he said. "You've got to educate people to make good choices for themselves."

Naturally, the teacher in Dr. Combs never really left.

Dr. Combs ensures his patients learn about preventive health care and their ability to play an important role in their own health.

"Patients are more likely to adhere to treatment if they understand their condition, the purpose of their medications, and the potential benefits and risks," he said. "Effective communication is crucial for building a strong patient-provider relationship and encouraging adherence."

And the results speak for themselves.

While national trends suggest nearly half of patients struggle with following medical advice within a year, Dr.

Combs has seen a different pattern in his practice. He fosters high patient engagement, which appears to be associated with lower hospital admission rates.

"Our staff is trained to build trust, educate patients, and keep patients accountable and on task. They are educated to maintain efficiency and accuracy in alerting doctors about care gaps, which again, contributes to patients engaging more in their care," he said.

Of course, access is also key, which only adds to the importance of the Efficient Care Program in place at Dr. Combs' office.

"Let's say you call with abdominal pain," Dr. Combs offered as an example. "Most doctors wouldn't be able to see you today. We can because our system is built around efficient care."

WINNING PARTNERSHIP

Dr. Combs joined the IEHP network because of its mission to treat all patients with dignity, regardless of background or income.

He emphasized that every person is one incident away from needing help. "That's why systems like [those at] IEHP are so important," he said.

(Continued on page 36)

(Continued from page 35)

By focusing on efficient, win-win systems within his medical practice, Dr. Combs gets to the heart of quality care, elevating one of IEHP's most precious values: placing members at the center of his universe. •

Elevate Exceptional Care

With the word "Efficient" right in the title, the Efficient Care Medical Assistant & Scribe Training program has a mission that's clear: prepare medical assistants and scribes to streamline care while delivering exceptional service.

Founded by Dr. Curtiss Combs in 2012 and run now by his son as a separate entity, this four-month training program offers a blend of classroom instruction, online learning and real-world clinical experience.

Students earn Occupational Safety and Health Administration (OSHA) and Health Insurance Portability and Accountability Act (HIPAA) training and certifications, gain skills in medical terminology, electronic health records, patient communication and accurate charting, and receive specialized training in both administrative and hands-on clinical tasks.

The curriculum also emphasizes time management, teamwork and foresight. Anticipating provider needs is among the key elements that can improve patient flow and reduce physician burnout.

"When medical assistants and scribes are trained to anticipate needs and work efficiently, it transforms the entire care experience," said Dr. Combs. "Patients get more attention, doctors can focus on medicine instead of paperwork, and the whole team works together to deliver better outcomes."

DEFINITIONS

Medical Assistant: An individual who performs administrative and/ or clinical tasks to support the work of physicians and other health care professionals.

Medical Scribe: A person who specializes in charting physicianpatient encounters in real time, such as during medical examinations.

Scan to learn more about the Efficient Care program



Provider Q&A

Q: What are some direct actions you and/or your team take to elevate the quality of care provided to your patients?

A: We treat our patients with kindness and have continued learning how to listen to them attentively. We strive to do our best to meet their needs in every way possible.

Q: How does your partnership with IEHP support efforts to deliver this elevated quality of care?

A: IEHP provides us with valuable support through their representatives, keeping us informed and equipping us with the necessary information related to our patients' needs and preventive care. They help ensure we maintain the standard of care, which is especially important given the unique population we serve. We make ourselves available to patients via telephone, offer early and same-day appointments, provide prompt referrals, and ensure continuity of care.

Q: Tell us about the moment you chose to become a doctor. Was it a certain experience, person, or memory that inspired your calling to medicine?

A: I was fortunate to grow up surrounded by nurses – my mother, aunts and their friends. People often came to our home asking for help, and I would take them to the hospital. That became a regular part of my life. I remember walking through the hospital and being greeted by doctors and nurses who knew me as "Ellen's son." Eventually, I got a job in an office at a hospital. Over time, I was entrusted with helping the interim director of the Purchasing Department. Then came the pivotal moment: I was called into the office by the hospital administrator, one of my mother's best friends. I was just 18 when she asked me, "Do you want to make money now? Or do you want to go to university?" I told her, "I want to study medicine." With all the encouragement and positive influence around me, the decision came naturally. And I've never looked back.

Q: What do you enjoy the most about your role as a health care provider in the Inland Empire community?

A: I feel like we're one big family, all striving to make our community better. Being part of the San Bernardino community is a privilege. I especially enjoy watching my little patients grow, going through all their developmental stages. I listen to their parents when they're happy, when they're worried, when their children are sick, or even when they're celebrating milestones. I've seen their tears after vaccinations and shared laughs during joyful moments. I'm constantly learning from both parents and children ... whether they're babies, adolescents or adults. And honestly, all the joy they bring into the office makes me feel younger every day.





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The Gold Standard

IEHP's network hospitals earn national accolades

WATIONAL QUALITY XQQ REP

Through dedicated partnerships, IEHP's network hospitals developed 21 new centers of excellence in a single year. Impressively, all participating hospitals achieved this prestigious certification in less than 12 months – opting in by March 31, 2024, then meeting the goals by March 31, 2025.

Whether IEHP members need hospital care for sepsis, perinatal care, heart failure or pneumonia, hospitals in the Inland Empire are more qualified than ever to provide top-tier, evidence-based care close to home.

Nearly half of all hospitals in the state with certifications in four areas of care – sepsis, perinatal, heart failure and pneumonia – are in the IE, underscoring the dedication to excellence across the entire IEHP network.

"This is such a significant achievement, not just for IEHP but for all our hospital partners," said IEHP's CEO Jarrod McNaughton. "Completing certification requirements in less than a year shows just how dedicated our entire network is to ensuring our community has access to quality health care services."

GOING GOLD

The Joint Commission, a trusted global partner in health care quality and patient safety, sets certification standards developed in consultation with health care experts, providers, measurement experts and patients.

Achieving its Gold Seal of Approval® certification signifies a hospital has met exceptionally high benchmarks in care delivery.

"Our collaboration with The Joint Commission and Inland Empire area hospitals demonstrates our united commitment to quality and safety," said IEHP Chief Transformation Officer Sylvia Lozano. "We remain dedicated to partnering with our hospitals to improve care delivery and promote Optimal Care and Vibrant Health for our communities."



Elevate Certifications

Thirteen in-network hospitals achieved Sepsis Certification:

- Barstow Community Hospital
- Corona Regional Medical Center
- Desert Regional Medical Center
- Hemet Global Medical Center
- Hi-Desert Medical Center
- Menifee Global Medical Center
- Parkview Community Hospital Medical Center
- Providence St. Mary Medical Center
- Redlands Community Hospital
- San Antonio Regional Hospital
- St. Bernardine Medical Center
- Temecula Valley Hospital
- Victor Valley Global Medical Center

Six in-network hospitals achieved Advanced Certification in Perinatal Care:

- Community Hospital of San Bernardino
- John F. Kennedy Memorial Hospital
- Loma Linda University Children's Hospital
- Loma Linda University Medical Center Murrieta
- Riverside Community Hospital
- Riverside University Health System Medical Center in Moreno Valley

Loma Linda University Medical Center achieved Advanced Certification in Heart Failure.

Pomona Valley Hospital Medical Center achieved Pneumonia Certification.



Hospital Care

The goal of ensuring quality care is to protect patients from harm, which can include the coordination of services and support after a hospital stay.

IEHP has various resources and programs that focus on care after a patient is discharged from the hospital. This is a critical time during a member's recovery. The Hospital Pay-for-Performance (P4P) program and our Global Quality P4P programs incentivize providers to ensure our members have access to needed care, prescribed medications and the support needed to get healthy and avoid hospital re-admission.

Quality Measure	2022	2023	2024	National Percentile
Follow-Up After Hospitalization for Mental Illness–7 days (65+ years)*	18.8	38.6	31.0	50th**
All Cause Readmissions Observed to Expected Ratio (lower is better)	.88	.90	.98	90th**
Follow-Up After Emergency Department Visit for Mental Illness–7 days	41.7	48.4	42.9	33rd
Transitions of Care: Patient Engagement after Inpatient Discharge (65+ years)*	88.3	83.8	88.4	66th**
Transitions of Care: Medication Reconciliation Post Discharge (65+ years)*	67.9	72.2	81.4	75th"
Benchmarks based on NCQA Health Plan Rating Percentiles published 9/2025 unless otherwise noted *Medicare Line of Business	· 	90th percentile or a 66th - 89th percent		= 33rd - 65th percentile

*Medicare Line of Business

^{**}Benchmarks based on Quality Compass Benchmarks published 11/2025

Pharmacy Care

Pharmacy care focuses on making medications easier to manage and access. By coordinating fills, supporting adherence, and offering no-cost delivery, IEHP helps members stay on track with their treatment – improving health outcomes and quality of life.

Between August 2024 and August 2025, IEHP pharmacists and pharmacy technicians connected with members, providers and pharmacies on more than 63,000 calls to improve medication use through coordination and education.

During this time, more than 1,300 members were newly enrolled in no-cost medication delivery, bringing total enrollment to over 1,500, up from fewer than 200 the year before.

These efforts ensure members receive the right medications at the right time, keeping their care safe, coordinated and cost-effective.

LOB	Measure Name	2022	2023	2024	2024 Benchmark (Other MAPDs)	2024 Rating/Percentile
	Medication Adherence for Cholesterol	78.0	79.0	81.6	89.0	1
	Medication Adherence for Hypertension	80.0	83.0	83.8	90.0	2
Ф	Medication Adherence for Diabetes	82.0	82.0	84.0	87.0	2
ra T	Statin Use in Persons with Diabetes	86.0	88.0	89.2	87.5	4
Medicare	Concurrent Use of Opioids and Benzodiazepines	11.4	10.4	10.4	13.0	N/A
Ž	Polypharmacy Use of Multiple Anticholinergic Medications in Older Adults	12.1	12.8	13.8	79.8	N/A
	Statin Therapy for Patients with Cardiovascular Disease - Received Statin Therapy	79.0	82.8	86.4	N/A	3
	Asthma Medication Ratio	65.9	65.0	62.6	N/A	33rd
<u>e</u>	Statin Therapy for Patients with Diabetes - Received Statin Therapy	70.1	70.9	72.6	N/A	66th
Medi-Cal	Statin Therapy for Patients with Cardiovascular Disease - Received Statin Therapy	80.7	82.6	82.8	N/A	33rd
Σ	Statin Therapy for Patients with Cardiovascular Disease	80.7	78.6	72.5	N/A	33rd
	Statin Therapy for Patients with Diabetes	76.8	75.9	69.2	N/A	33rd

Benchmarks based on NCQA Health Plan Rating Percentiles published 9/2025 unless otherwise noted | Medicare benchmarks based on Quality Compass Benchmarks published 11/2025

Quality Measures

The ongoing pursuit of excellence

After a 4-star rating in 2024, IEHP received an overall rating of 3.5 in the National Committee for Quality Assurance's (NCQA) Medicaid Health Plan Ratings 2025.

Health plans are rated on 46 unique measures in areas like patient experience, prevention, population health and treatment and are the result of a variety of quality initiatives, including robust provider engagements, enterprise commitment to quality, and efforts to engage members in their care.

While IEHP's quality measures continue to show year-over-year improvement, IEHP experienced lower performance in patient experience measures in these latest ratings, which led to a drop from the previous 2024 rating of 4 out of 5 stars.

"The NCQA Health Plan Ratings highlight areas that need improvement – for us, we see that more efforts are needed to improve our members' experience with the care they receive," said IEHP Chief Quality Officer Genia Fick. "Our members shared their experience with us, and we use this information to help us improve."

Even in challenging times and constant changes in the health care environment, IEHP is committed to high-quality care, service and support for its 1.5 million members.

"Because quality performance is not just about outcomes, but how those outcomes are achieved," said IEHP Chief Medical Officer Edward Juhn, MD. "Together with our providers and community partners, IEHP will use this latest performance rating as a call to action and a reminder that we cannot lose sight of how our members experience their care."





Innovation InsightsFuture of Health Summit

Future of Health Summit brings together experts

IEHP's fourth annual Future of Health Summit convened top health care visionaries and thought leaders at the health plan's Rancho Cucamonga headquarters on Oct. 3, 2025, to uncover breakthrough innovations and bold moves for a more integrated and sustainable health system.

The one-day event featured presentations from industry leaders on updates affecting the health care environment throughout the state and region.

Featured speakers included:

 Kim Johnson: Secretary, California Health and Human Services Agency (CalHHS), who spoke about CalHHS Strategic Priorities, California Advancing and Innovating Medi-Cal (CalAIM), Enhanced Care Management and Community Supports as well as H.R. 1 impacts.



- Dustin Corcoran, MBA: Chief Executive Officer of California Medical Association, who presented on "Trends in Health Care."
- Adam Higman, MS, DHA, FACHE:
 Senior Vice President/Partner, Press
 Ganey, who presented "Unpacking
 Health Care Experience Trends."

The intimate audience of about 100 included executive leaders from hospital and health system CEOs to health informatics and technology senior executives.

"Today is all about transparency, education and advocacy – and it's our privilege and honor to be the conveners and instigators of all three," said IEHP's CEO Jarrod McNaughton. "I know that all of us in this room and beyond are committed to ensuring the people we serve have access to critical health and wellness services – but in order to do that effectively, we need to know the challenges and issues that we're facing now and in the future."



'Care You Can Feel'

Campaign connects to member experience

Scan to see the "Care You Can Feel" commercial



The poet Maya Angelou once said, "People will forget what you said, people will forget what you did, but people will never forget how you made them feel."

That belief guided IEHP's approach to the 2024 marketing campaign emphasizing quality.

"... campaigns like this remind us that quality isn't just measured – it's felt."

MICHELLE RAI, CHIEF COMMUNICATIONS & MARKETING OFFICER

Each year, a randomly selected group of IEHP members receives the Consumer Assessment of Healthcare Providers and Systems (CAHPS®) survey. Their responses offer vital insight into how members experience their health care. CAHPS surveys not only impact our quality ratings but also serve as a way for us to see how we can continue to improve care for our community.

Before the most recent survey period, IEHP launched the "Care You Can Feel" campaign, a comprehensive, multichannel effort designed to encourage members to complete their survey while highlighting the emotional core of quality care.

"As IEHP continues to advance our mission to heal and inspire the human spirit, campaigns like this remind us that quality isn't just measured – it's felt," said Michelle Rai, IEHP's chief communications and marketing officer. "When members know they are heard, valued and supported, we raise the standard of care across our entire system, compassionately, cost-effectively and with purpose."

Marketing is more than outreach at IEHP – it's a way to help members understand their care. Through clear, accessible and relatable communication, members can feel supported and connected to the services they need.

INTEGRATED MARKETING

The "Care You Can Feel" campaign reached members through every major channel: television, radio, social media, email, text, billboards, printed collateral and even updated recordings and call center scripts in partnership with Member Services.



Importantly, all campaign creative materials – including the 30-second TV commercial – were written, directed and produced entirely in-house by IEHP's marketing and communications department, which infused the spirit of IEHP into the materials. The TV commercial, in particular, was inspired by a deeply personal health care experience within the IEHP team.

Based on the communications writer's own journey supporting a loved one through a life-threatening diagnosis, the commercial brought emotional depth and authenticity to the campaign, helping ensure its message was something members could truly feel.

(See "Behind the Message" story.)

"Our marketing team created a campaign that reflects what our members share with us through our Community Advisory Committee and social media posts," said Bokanika Kan, IEHP's senior director of marketing. "When we receive this direct feedback, it serves as an opportunity to benchmark where we are and where we need to be, so we can improve our members' experience. We take this responsibility and messaging to heart."



The IEHP marketing campaign included local billboard images.



Behind the Message: A Personal Story

When my wife was diagnosed with Stage 4 colon cancer, I sat beside her as the doctor gave us the news. Jennifer was in surgery within 24 hours. The care she received saved her life.

Fourteen years later, those memories are still vivid. When I sat down to write the CAHPS "Care You Can Feel" commercial, I wanted to bring that experience forward – not just to inform people, but to connect with them.

It feels full circle now that we both work at IEHP. Jennifer is a Community Health Worker helping members in the hospital transition out – the same kind of care that changed our lives.

– By Chris Menezes, IEHP communications writer and author of the "Care You Can Feel" commercial script.



Preventive Care

Good health starts with good preventive care.

From annual check-ups and vaccines to wellness classes, IEHP understands that even healthy members need health care. And that includes quality care for all ages. In fact, one of the quality areas IEHP remains focused on includes pediatric preventive care.

When children get a healthy start, their futures get healthier, too. It is just one of the reasons IEHP continues to partner with the community, whether that means an event to offer free immunizations, an effort to enroll newborns for health insurance before they even leave the hospital, or a progam to help schedule well-child visits with a doctor for extra assurance.

Similarly, well-women visits also provide valuable information and preventive care. IEHP partners with local organizations to bring mobile mammography services throughout the IE. When it comes to ensuring our members stay healthy, that is a road we will always travel.

= 66th - 89th percentile or above

Quality Measure	MY 2022	MY 2023	MY 2024	National Percentile
Counseling for Physical Activity for Children/Adolescents	79.6	82.1	84.0	90th**
Chlamydia Screening in Women	64.9	67.9	70.5	66th
Breast Cancer Screening	58.5	62.4	63.8	66th
Colorectal Cancer Screening	39.7	46.0	50.1	66th**
Counseling for Nutrition for Children/Adolescents	80.4	82.4	83.2	66th**
Weight Assessment for Children/Adolescents - BMI percentile	82.2	89.6	90.4	66th
Timely Prenatal Care	88.2	86.7	88.9	66th
Adult Immunization Status - Influenza	14.5	19.1	14.7	33rd**
Cervical Cancer Screening	57.0	65.9	57.5	33rd
Timely Postpartum Care	79.6	81.7	81.9	33rd
Immunizations for Adolescents - Combination 2	34.6	38.0	38.9	33rd
Childhood Immunization Status - Combination 10	29.0	23.0	28.5	33rd
Avoidance of Antibiotic Treatment for Acute Bronchitis	42.3	41.9	60.8	66th
Benchmarks based on NCOA Health Plan Rating Percentiles published 9/2025 unless otherwise noted	= 90	oth percentile or ab	ove =	33rd - 65th percentile

^{**}Benchmarks based on Quality Compass Benchmarks published 11/2025

Strong Start

Community Wellness Centers host well-child clinics; 1,300 exams performed

IEHP's Community Wellness Centers (CWCs) already serve as lively hubs in Riverside, San Bernardino and Victorville, where people can access various services and programs designed with "wellness" in mind.

They made the perfect locations to host a pilot program with ULS AllCare to provide mobile clinics for well-child medical checkups.

"Well-child visits should be as routine as brushing one's teeth, and that education should start as soon as possible," said IEHP Vice President of Population Health and CalAIM Takashi Wada, MD. "When a child reaches important health milestones, our care teams want to be there for each step of the way."

IEHP Director of Community Wellness Centers Delia Orosco agreed.

"Our centers' mission is to support educating the public on the importance of staying healthy, so it leads to longer, productive lives," she said. Throughout the pilot, nearly 1,300 well-child exams were completed with each child receiving one-on-one attention.

"Our work in closing care gaps for members includes finding ways to make well-child visits accessible for parents," said IEHP Director of Quality Improvement Tara Tokijkla. "These clinics are an opportunity to connect our community to key health screenings while educating them on the importance of getting preventive care at an early age."

Preventive care appointments for IEHP members ages 3-21 at these mobile clinics include physical examinations, developmental screenings, nutrition and lifestyle guidance, dental assessments, and vision and hearing tests.

Scan to see a video about well-child visits

To address any potential barriers in accessing care, IEHP has worked to address key areas such as:

- Transportation challenges
- Work and time constraints
- Cultural barriers
- Health care literacy

In addition, IEHP routinely provides translation services and printed materials for members who prefer communicating in their native languages. Due to the success of the pilot program, the mobile well-child clinics at IEHP's CWCs will continue.



Filling the Gap

Pilot program brings comprehensive diabetes care to members' homes

Each year, IEHP members are assigned to a primary care physician (PCP), but they may not always seek the care they need to prevent potential health issues or manage existing conditions.

One potential solution? Bring the care to them.

That's the premise of a successful pilot program that brought services to the homes of IEHP members with diabetes.

Diabetes is a chronic condition that requires ongoing care management to prevent complications like cardiovascular disease, nerve damage, blindness, kidney failure and amputations. People with diabetes may need regular care from different providers and in different settings, such as medical and lab appointments, pharmacy visits, and additional treatment from other specialists as needed.

"Our members with diabetes may not be aware of everything needed to care for themselves," said Christine Nguyen, MD, senior director of Quality Transformation.
"They may also face challenges attending
multiple visits with different providers
across various settings."

So, in 2024, IEHP piloted a new model of home visits to deliver comprehensive diabetes care services and connect with members who may need extra support. Members are also directed to follow up with their assigned PCP to continue receiving ongoing care.

Services available during these home visits include blood draws, retinal eye exams, blood pressure readings and medication management by a medical assistant or nurse with the support of a physician or nurse practitioner through a telehealth consult, when necessary.

Due to the positive results of the initial pilot, the program's scope expanded in 2025 to other populations.

"The health care system is not

easy to navigate. With this program, IEHP is fulfilling our goal to find effective ways to support quality care," said Chief Medical Officer Edward Juhn, MD. "By meeting our members where they live, we can ensure our community has the best opportunity to experience Optimal Care and Vibrant Health."

Elevate Diabetes Care

Eligible IEHP members who received care through the home visits pilot closed care gaps at an average rate of 40% across five diabetes-related quality measures:

- Glycemic status assessment for patients with diabetes
- Kidney health evaluation for diabetes
- Eye exam for patients with diabetes
- Blood pressure control for patients with diabetes
- Statin therapy for patients with diabetes

Source: IEHP Pilot Program Results

50 INLAND EMPIRE HEALTH PLAN

Chronic Care

Chronic care management is recognized as a key factor in primary health care. Chronic care management can help a patient maintain improved health and wellness by addressing ongoing symptoms and helping to balance medication regimens.

IEHP's quality measures include assessing the management of chronic conditions.

Care coordination programs are implemented to address chronic care management through a multi-disciplinary team approach to include physicians, pharmacists, utilization management, care management, behavioral health and other health care providers. These programs identify members with specific health conditions, harness insights from available health care data and evaluate individual outcomes – all with the goal of providing comprehensive, coordinated care for our members.

AREAS OF IMPROVEMENT

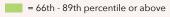
- Eye exam for patients with diabetes
- Controlling high blood pressure
- Glycemic status assessment for patients with diabetes
- Blood pressure control for patients with diabetes

OPPORTUNITIES FOR IMPROVEMENT

- Statin therapy for patients with cardiovascular disease
- Statin therapy for patients with diabetes
- Asthma medication ratio

Quality Measure	2022	2023	2024	National Percentile
Eye Exam for Patients with Diabetes	55.2	61.9	65.7	66th
Controlling High Blood Pressure	65.3	67.6	71.9	66th
Glycemic Status Assessment for Patients with Diabetes	56.2	57.3	59.6	33rd
Statin Therapy for Patients with Cardiovascular Disease - Statin Adherence	80.7	78.6	72.5	33rd
Statin Therapy for Patients with Diabetes - Statin Adherence	76.8	75.9	69.2	33rd
Blood Pressure Control for Patients with Diabetes	66.4	70.0	71.1	33rd
Asthma Medication Ratio	65.9	65.0	62.6	33rd

Benchmarks based on NCQA Health Plan Rating Percentiles published 9/2025







Power of Partnership Case study shows importance of collaboration, data sharing

When communication lines are open, good things happen.

On April 23, 2025, the California Health Care Safety Net Institute (SNI) featured a case study on how the partnership, data alignment and close collaboration between IEHP and Riverside University Health System (RUHS) led to improved patient outcomes in controlling high blood pressure.

"Working closely with an important community partner as RUHS speaks to our commitment to providing optimal care for IEHP members."

GENIA FICK. CHIEF QUALITY OFFICER

The unique collaboration between IEHP and RUHS focused first on establishing a more reliable data exchange process for measuring blood pressure levels for patients with hypertension. This work resulted in improving the rate by 43% among RUHS patients with a diagnosis of hypertension.

This collaboration effort began in 2021, when IEHP and RUHS first formed a quality huddle group focused on understanding quality measure data points and measure improvement.

Once a reliable data exchange was established, the quality teams from IEHP and RUHS were able to focus on ways to improve quality outcomes for members with uncontrolled hypertension.

RUHS implemented ways to help patients manage their blood pressure during in-person visits. IEHP supported RUHS by providing blood pressure cuffs to members to check their levels at home. This introduced innovative ways for RUHS to support patients managing high blood pressure from the comfort of their homes.

THE RESULTS

Through this collaboration, RUHS patients with controlled blood pressure increased

from 47.1% in 2021 to 67.4% in 2023. This means that more patients have their blood pressure levels well controlled, which can help prevent heart attacks and strokes. IEHP and RUHS attribute this significant improvement to the collaboration work between the two organizations.

"This collaborative project is a great example of how a health plan and a health system can drive meaningful health outcomes through collaboration, data transparency and commitment to quality improvement," said IEHP Chief Quality Officer Genia Fick. "Working closely with an important community partner as RUHS speaks to our commitment to providing Optimal Care for IEHP members."

Scan to learn more about this case study



Center of Universe

The quest to drive quality forward on Health Equity journey

In February 2025, IEHP received Health Equity Accreditation by the National Committee for Quality Assurance (NCQA) for Covered California for the first time.

"Our members are at the center of our work, and reducing disparities is essential to achieving the highest quality health care they deserve," said IEHP Vice President of Health Equity Lorena Chandler.

NCQA awards accreditation to organizations with a solid foundation in health equity and that fulfill or exceed standards such as:

- Building an internal culture that supports the organization's external health equity work.
- Collecting data that helps the organization create and offer language services and provider networks mindful of individuals' cultural and linguistic needs.
- Identifying opportunities to reduce health inequities and improve care.

Accreditation surveyors noted the organization showed "key strengths" through its dedicated and knowledgeable staff, and its work in assessing and addressing the cultural, ethical, racial and linguistic needs of IEHP's more than 1.5 million members.

IEHP has participated in the NCQA Health Plan Accreditation process for more than 20 years. Accreditation by NCQA is a Covered California program requirement.

"Earning accreditation by NCQA continues to drive our quality improvement work forward by bringing added focus and accountability to the foundation of what we do," said IEHP Chief Quality Officer Genia Fick. "This honor continues to solidify that promise."

HEALTH EQUITY

IEHP's new designation is reflected on the NCQA website and is valid until December 2026.



Scan to learn more about



Behavioral Health

Behavioral health is just as important as physical health since they both affect the whole person. In 2024, IEHP's performance in behavioral health quality metrics demonstrated rate increases in some areas as well as provided insight for opportunities to improve.

Quality Measure	2022	2023	2024	National Percentile
Follow-Up Care for Children Prescribed ADHD Medication-Continuation and Maintenance Phase	55.2	50.1	75.4	90th
Antidepressant Medication Management-Continuation Phase	63.4	56.7	49.4	33rd
Adherence to Antipsychotic Medications for Individuals with Schizophrenia	72.6	72.7	51.7	10th
Diabetes Screening for People with Schizophrenia or Bipolar Disorder who are using Antipsychotic Medication	76.3	78.2	79.2	10th
enchmarks based on NCOA Health Plan Rating Percentiles published 9/2025		Oth percentile or a 3rd - 65th percenti		= 10th - 32nd percenti

Reimagined Care Supporting student

behavioral health

Reimagining care for students in the Inland Empire continues to be the driving mission of the highly successful Student Behavioral Health Incentive Program (SBHIP), which was celebrated on April 16, 2025, at IEHP.

Along with Molina Healthcare of California, Riverside University Health System Behavioral Health, San Bernardino Department of Behavioral Health, the Offices of Education in Riverside and San Bernardino Counties, local school districts and charter schools, all gathered at IEHP to acknowledge their collaborative efforts over the past three years.

"The Student Behavioral Health Incentive Program is just the start," said IEHP Clinical Director of Behavioral Health Amrita Rai. "Consider it a groundbreaking pilot, where we now have the opportunity to apply the insights and lessons gained to expand and invite others to join the movement. When we anchor our efforts in strong relationships and align our goals with a shared purpose, nothing can stop us."

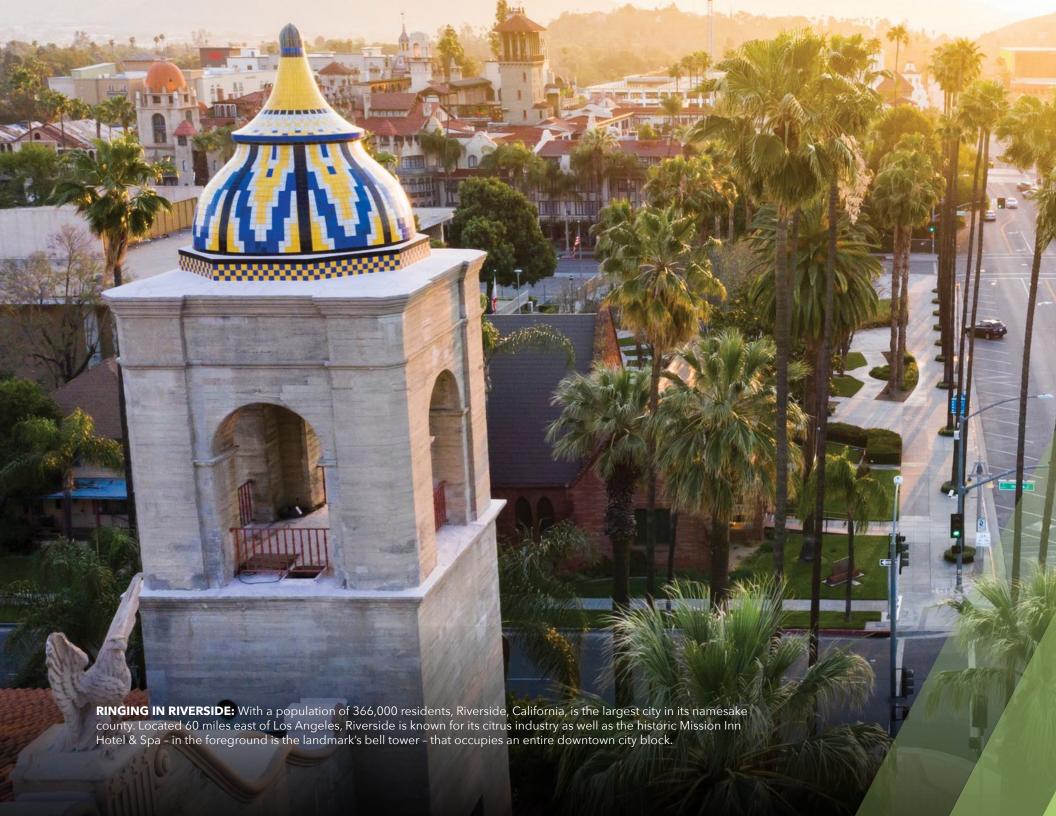
Launched in 2023, SBHIP was developed in response to the California Department of Health Care Services' (DHCS) goal to

expand prevention and early intervention behavioral health services in and around school campuses for Medi-Cal students in kindergarten through 12th grade.

The initiative includes key interventions that focus on behavioral health wellness programs, care teams, expansion of the behavioral health workforce, substance use disorders and culturally appropriate and targeted populations while providing financial incentives to partnering schools.

Research shows children are six times more likely to get mental health care when it is offered in school, and receiving such services has been shown to improve classroom attendance.







Awards & Achievements

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Map to Success

IEHP receives Esri Award – again!

IEHP has received Esri's 2025 Special Achievement in GIS (Geographic Information Systems) Award, making it the only hospital or health system in the United States to receive the honor in 2025, and the only organization in the world to earn this recognition two years in a row.

This award highlights the innovative work of IEHP's Program Informatics team, who enhanced reporting tools by adding interactive maps that show where the health plan's members and providers are located and where support may still be needed.

The team found a way to connect millions of data points to these maps without slowing down performance, helping IEHP teams make smarter, location-informed decisions.

With these new capabilities, IEHP can now explore key questions like:

- Where are members and providers most concentrated?
- Which neighborhoods lack provider access?
- How does member distribution shift by region, plan, or service type?

"Innovations like this help IEHP elevate the quality of and access to care, ensuring our data leads to better decisions and stronger outcomes for the communities we serve," said Chief Information and Digital Officer Vinil Devabhaktuni.

Scan for the full project summary









Elevating IEHP through awards and recognitions

- Fortune magazine and Great Place To Work® (GPTW) named Inland Empire Health Plan (IEHP) a Fortune Best Workplaces in Health Care™ for the fourth year in a row. IEHP ranked No. 28 on this year's list, joining health care companies recognized by the publication for fostering a positive, uplifting environment with opportunities for personal and career development. IEHP also received GPTW certification for the fifth consecutive year.
- Chief Operating Officer Susie White was named this year's recipient of the San Bernardino County Medical Society's
 President's Award during the organization's annual Installation of Officers & Outstanding Awards dinner on June 26.
- The IEHP Marketing department won 22 ADDY awards, including two golds, at the American
 Advertising Federation-Inland Empire Chapter 's 2025 gala on March 21. On Oct. 9, the team also
 won four PRism Awards, including "Best in Show," from the Public Relations Society of America's
 Los Angeles chapter for the Abi Carter "Start the Conversation" campaign.

Mission Week reminds IEHP team members of their 'why'

- IEHP's second annual **Mission Week** was held Sept. 22 through Sept. 26. The theme was **"A Center for the Human Spirit"** which encouraged team members to consider what calls them to care and work from their hearts every day.
- The week featured daily emails and both in-person and virtual workshops.
- Collectively, the internal event served as a reminder of IEHP's "why."





Before care can be delivered, it must move – and no one knows that better than IEHP's mailroom and warehouse departments. From provider updates and member notices to community outreach materials and internal supplies, these two teams keep IEHP pumping.

"We are like the heart of the organization – everything moves through us," said IEHP Mailroom & Warehouse Operations Manager Leland Glisson. "We may be behind the scenes, but without the heart, the body can't function."

While separate in structure and focus, the IEHP mailroom and warehouse share a common purpose: making sure the right

resources and information reach the right people on time, every time.

THE MAILROOM: COMMUNICATING CARE

Led by Supervisor Jennifer Dubon, the mailroom team manages all member and provider correspondence, including approvals, denials, educational materials, and payment notifications.

The department processes more than 100,000 internal mail pieces each month, plus another 50,000 or more per week through IEHP's fulfillment vendor. The work is especially vital for members who don't have reliable internet access or

simply prefer physical mail.

"If we don't do our part, members miss out on the care and information they need," Dubon said. "We take that responsibility seriously."

THE WAREHOUSE: SUPPORTING EACH STEP

Meanwhile, IEHP's warehouse team is responsible for receiving, validating, storing and distributing nearly everything IEHP needs to function including supplies, promotional materials and equipment.

"If it's ordered through a PO [purchase

order], it comes through us," Glisson said. "We make sure it's accurate, accounted for, and delivered where it needs to go."

As a military veteran, Glisson brings a strong sense of structure and discipline to the work.

"Logistics is all about accountability and systems," he said. "Everyone knows their role, and every item has a process."

AN ELEVATED CULTURE

Both teams operate at high volume and high stakes. Every piece of outgoing mail is audited for quality. Every shipment is tracked. And when urgent requests arise, they jump into action.

"I'm proud of how mature, responsible and self-sufficient my team is," Glisson said. "They require very little oversight because they take pride in upholding our standards. They're resilient and always willing to go the extra mile."

"We like to 'save the day' when urgent requests come through," added Dubon.

Like many high-performing teams, quality isn't just what the mailroom and warehouse employees do – it's how they work. Dubon and Glisson have cultivated a team atmosphere where anyone can pause the process to address a potential error.

"Every team member has an audit form," Dubon said. "We verify each step, we log every item, inspect every piece, and fix any issue ... We want each communication to reflect the quality IEHP stands for and to build trust with our members."

So how do they stay motivated under pressure?

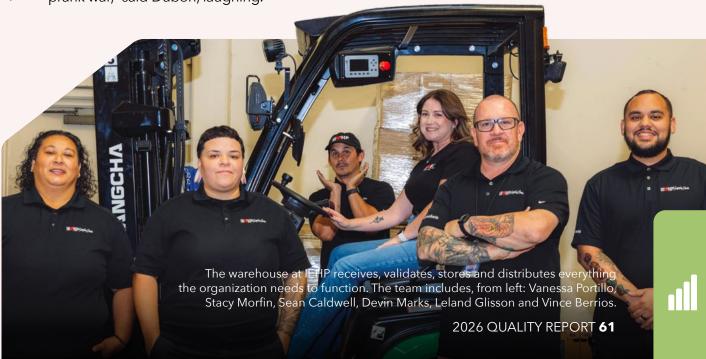
"We've been known to have an occasional prank war," said Dubon, laughing.

"The work is serious, but we try to have fun along the way," Glisson added.

'WE'RE ALWAYS HERE'

As IEHP continues to elevate quality across the entire organization, the steady pulse of the mailroom and warehouse teams ensures members stay connected, informed and cared for – even if they never see the hands that made it happen.

"We may not always be visible," Dubon said. "But we're always here making sure our members and team members get what they need."





MISSION

WE HEAL & INSPIRE THE HUMAN SPIRIT

VISION

WE WILL NOT REST UNTIL OUR COMMUNITIES ENJOY OPTIMAL CARE & VIBRANT HEALTH

VALUES

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 AND EACH OTHER



Mission in Action

Actuaries with a heart

Like the Tin Man in "The Wizard of Oz," our actuaries went on a search for their hearts.

So, this team of experts in numbers and statistics ventured beyond their computer screens to visit a food bank and the IEHP Community Wellness Center in Victorville.

"It's one thing to look at data and numbers at a very big level," said Moses Kim, senior director of business advisory & analytics. "It's another thing to see the faces of the people that you're actually working for."

They met members looking for help and witnessed IEHP employees and community partners gladly providing it. And they helped, too.

"They are those data people, computer science people, but they have a heart or they're looking to grow their heart," Kim said. "That's part of what makes IEHP so special."

Scan to see a video about the IEHP actuary team's trip to Oz









Cause for Celebration

San Bernardino Community Wellness Center expands

Talk about a bright future!

As of press time for the 2026 IEHP Quality Report, the target completion date of the expanded IEHP Community Wellness Center (CWC) in San Bernardino is first quarter 2026.

A soft launch will come first, followed by

more official grand opening festivities open to the public.

IEHP established the first community resource center in 2015, starting with a San Bernardino location. Later, the health plan added facilities in Riverside and Victorville as well as changed the names to "community wellness centers."

From exercise classes, health education workshops and cooking demonstrations to job training, benefits information and health plan enrollment, the CWCs provide

Scan to see a video of the new San Bernardino CWC groundbreaking



"These centers are more than brick-and-mortar structures – they're living expressions of our purpose."

JARROD MCNAUGHTON,
CHIEF EXECUTIVE OFFICER OF IEHP

free assistance and resources in the Inland Empire. Attendees are not required to have IEHP as their health plan in order to use the services.

However, because San Bernardino proper includes the highest percentage of IEHP members, the community needs outgrew the previous 6,500-square-foot facility on Second Street. That CWC location closed in October 2025.

Formerly a San Bernardino County building on North Massachusetts Avenue, the remodeled two-story, 33,000-square-foot CWC facility is expected to not only meet the current needs but also allow for future growth.

In fact, the project will include a dedicated care clinic, which offers a significant step forward in integrating clinical services with community wellness.

"This expansion is also all about deepening our roots in the community for greater, more meaningful impact," said IEHP's CEO Jarrod McNaughton. "These centers are more than brick-and-mortar structures – they're living expressions of our purpose."

CWC Director Delia Orosco agreed, sharing her enthusiastic anticipation for the new San Bernardino center.

"It will serve as a trusted hub where the community can access vital social and clinical services and where our partners can collaborate and share resources," she said. "Ultimately, it's about elevating the quality of life for everyone we serve."

Elevate Wellness

IEHP Community Wellness Center (CWC) in San Bernardino:
2050 N. Massachusetts Ave.
San Bernardino, CA 92410

The newly expanded center will feature:

- A state-of-the-art food demonstration kitchen for nutrition education and healthy cooking classes.
- A tech lab for digital literacy and connectivity access.
- Six programming rooms for a wider variety of workshops, classes and community events.
- Continued monthly mobile clinics for essential health care services.



Class Act

Program brings health care and food to eligible students

In 2025, IEHP, the California Community College system and the San Bernardino Community College District (SBCCD) partnered to connect local college students to low-cost, high-quality health care and CalFresh programs.

Known as the Inland Empire Health Plan Equitable Support Demonstration Project – aka, "College Care" – the collaboration is the first of its kind and will serve as a pilot program for other counties throughout the state.

"Having the stability of health care and food safety will aid in keeping students' focus on their academic success rather than having to choose one or the other," said Thomas Pham, IEHP's vice president of strategy.

The goals of the partnership are to:

 Enroll all eligible students in Medi-Cal, Covered California and/or CalFresh.



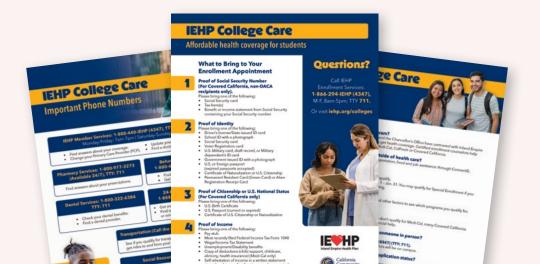


- Strengthen students' equitable access to health care and behavioral health services.
- Strengthen campus infrastructure to provide Medi-Cal eligible services.
- Remove existing barriers to these services.

The initiative is part of several projects identified from the California Community Colleges' Vision 2030: A Roadmap for Community Colleges, a strategic plan that outlines future community college programming and services.

"Our new partnership with Inland Empire Health Plan is a commonsense investment that benefits everyone," said Diana Z. Rodriguez, Ed.D., chancellor of the San Bernardino Community College District. "When our students have the health care they need, they're more likely to graduate, join the workforce, and give back to the community. That means healthier families, a stronger local economy, and a workforce ready to support our businesses. It's about building a healthier, more vibrant Inland Empire, one student at a time."

With agreements in place, IEHP and SBCCD will now implement strategies to integrate Medi-Cal and IEHP Covered into each school's existing enrollment process. This will include on-site registration events and additional services and support through IEHP Enrollment Services.





Elevate Partnership

Who is served by IE community colleges?

Twelve colleges within nine districts in San Bernardino and Riverside counties serve nearly 165,000 students. Of that number, more than half of these college students are considered economically disadvantaged.

The San Bernardino Community College District was identified as the blueprint to launch the Inland Empire Health Plan Equitable Support Demonstration Project, aka, "College Care," after research found many students attending its two campuses – San Bernardino Valley College in San Bernardino and Crafton Hills College in Yucaipa – self-identify as low-income.

The district serves 20,000 students at both Valley College and Crafton Hills, with nearly eight out of 10 students paying zero tuition fees through need-based financial aid. Both campuses are home to food pantries to address student hunger and other programs that connect them to additional resources such as career opportunities and clothing and housing assistance.

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IEHP Foundation aims to address what clinical care alone cannot: the conditions that shape long-term health.

Established by IEHP in 2021, the independent nonprofit organization collaborates with community-based organizations (CBOs) and invests in initiatives that improve community well-being and create access for families who need it most. Because when everyone in the Inland Empire lives a full and vibrant life, our region thrives.

IEHP Foundation is working to advance Vibrant Health by strategically supporting nonprofit infrastructure, affordable housing, food distribution, quality jobs and healthier neighborhoods. In the past year, IEHP Foundation invested over \$11 million into 118 community organizations through direct grants, nonprofit leadership development and community-centric initiatives.

Champions for Vibrant Health Leadership Network is a two-year initiative that supports 40 CBOs positioned as trusted messengers throughout the Inland Empire. It focuses on enhancing the skills and networks of both an executive and emerging leader from each organization through comprehensive training and advocacy experiences.

Throughout the program, the Foundation will provide \$4.6 million in direct grants to support these nonprofits serving families with children in San Bernardino and Riverside counties.

During their inaugural advocacy trip to Sacramento, the network applied their public policy skills, holding 75 meetings with legislative offices to discuss key issues including affordable housing, mental health, health care access and economic mobility.

Surprisingly, about 80% of these leaders had not previously engaged in advocacy, and for many, this was their first visit to the state Capitol.



Jamie Lamb, CEO of Cedar House Life Change Center, said the experience introduced her to the legislative process and inspired her to get more involved.

"For someone like me who had never engaged in advocacy before, this trip truly opened my eyes to where and how decisions are made that affect our communities," Lamb said.

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Elevate Health in the IE

IEHP Foundation is dedicated to forming strong partnerships and empowering local leaders, striving to eliminate health barriers and ensure that every community has the essential resources needed to live a healthy and thriving life.

The Vibrant Villages project, piloted in the cities of Barstow and San Bernardino, aims to develop sustainable strategies to elevate the health of IE residents.

- Barstow: A new partnership with Barstow Community College deploys a \$600,000 investment over three years to collaboratively address local health priorities.
- San Bernardino: A steering committee of committed health, education, and nonprofit leaders is building plans for sustainably improving health outcomes over the coming years.

In Riverside County, an expansive Blue Zones Project has been launched to make lasting policies and built environment changes, improving community health for generations to come:

Riverside County: IEHP, IEHP Foundation, Kaiser
 Permanente, Molina, Riverside University Health System
 and Eisenhower Health launched a six-year Blue Zones
 Project aimed to change local policies and improve
 healthy behaviors through Blue Zones in Riverside,
 Banning, Palm Springs, Coachella, and Mead Valley.
 Locally based teams are working to make the healthy
 choice the easy choice in areas where residents spend the
 most time, such as at work, school and local businesses.

Access to Care

Healthy School Program connects students, families with resources

Born from the Student Behavioral Health Incentive Program (SBHIP), IEHP's Healthy School Program partners with Local Education Agencies (LEAs) and school districts to ensure students have access to the care they need to stay healthy, engaged and ready to learn.

Through the program, students and their families are connected to an IEHP Health Navigator, a Certified Community Health Worker who meets with them in person to learn about their needs. Health Navigators also connect them to care, whether that's a primary care doctor, mental and behavioral health support or social services such as food, clothing or housing.

As the program expands, IEHP's goal is to make it easier for families to access care while building trust between the health plan, parents and schools. To support that mission, IEHP's marketing team created a comprehensive Healthy School Marketing Toolkit, a ready-to-use resource for LEAs and schools.

The toolkit includes materials that help schools share information and engage families, such as customizable flyers, messages for parent communication apps, a website landing page, and FAQs. Together, these tools make it simple to spread awareness and encourage families

to connect with their IEHP Health Navigator.

With the right support, every student can reach their full potential – in school and in life. IEHP's Healthy School Program is making that possible.





IEHP in the IE

An opportunity to elevate the IE and make a positive difference? Count IEHP in! Here are a few community event highlights from this last year:

KIDCHELLA

- IEHP partnered with Palm Springs
 Unified School District
 for the second annual KidChella at Aziz
 Farms in Thermal on April 19.
- More than 800 students grades 3-8 attended with family members.
- "American Idol" winner Abi Carter performed as part of IEHP's "Start the Conversation" campaign and health navigators hosted an interactive game about building good wellness habits.

Scan to see a video of Kidchella





MISSION CONFERENCE

Nearly 200 attended the 2025 Mission
 Conference on May 9 at IEHP to
 recognize Living the Mission Award
 winners: Dr. Pardis Amirhoushmand,
 Cedar House, Renewing Hope, Corona
 Regional Medical Center and
 Dr. Sushil Anand

WALK FOR VETERANS AND FAMILIES

- IEHP's third annual Military Veterans and Families (MVF) 5K was held May 17 at IEHP.
- The event connected the community with service members and organizations that assist veterans in their transition to civilian life.
- Working Dogs for Warriors and the local American Legion participated.

OUT OF THE DARKNESS WALK

- IEHP hosted the 2025 Inland Empire
 Out of the Darkness Walk on Oct. 11.
- As part of nationwide effort to raise awareness about suicide prevention, resources were offered by IEHP and the American Foundation for Suicide Prevention.
- Walkers wore commemorative T-shirts and brought mementos in honor of loved ones lost to suicide.

Walk for Breast Cancer Support

- The IEHP red heart turned pink in support of Susan G. Komen's annual MORE THAN PINK Walk on Oct. 12 in Murrieta.
- The event raises funds for breast cancer research, education and

building community.
IEHP first sponsored the walk in 2019, collectively raising more than \$100,000 in sponsorship dollars and team member fundraising efforts.

MORE THAN PINK WALK







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Executive Team

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ELEVATE

2026 IEHP Quality Report

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cover photo: Daisy E. and her son, Isaiah O. share a moment of joy as they reflect on the support and care including the special communication device Isaiah uses to compose rap songs - made possible through IEHP services and state-funded programs.

COVER PHOTO BY: Raphael Guerrero COVER DESIGN BY: Hannah Roos

Photo courtesy of Ontario International Airport

Looking ahead to Optimal Care & Vibrant Health

What does it mean to elevate quality? For IEHP, the ever-present goal to bring better care to our members serves as our North Star.

As we look toward a new year, we remain deeply committed to advancing our quality measures and strengthening the partnerships that make this work possible. Our mission to "heal and inspire the human spirit" continues to focus on improving health outcomes through innovation, collaboration and compassion.

In the year ahead, we will expand our work in preventive health initiatives that empower our members to stay well. By leveraging data-driven approaches, we will bring Optimal Care and Vibrant Health to the Inland Empire.

We also recognize that high-quality health care goes hand in hand with purposeful support for our providers. And with a 99th

percentile provider satisfaction national ranking, we know we are on the right track. However, at IEHP, we always reach higher ...

This is a central reason we have created a relatively new business unit: the IEHP Regional Quality team, which builds relationships with our medical partners with an elevated focus on quality. We look forward to the positive impacts that will result.

We also welcome the opportunity of raising the bar – yet again – in IEHP's quest for quality.



Genia Fick, MA
Chief Quality Officer



The IEHP Regional Quality team, from left:

Back row: Alexis Abundis, Vianey Gamino Valencia

Middle row: Amber Arreola, Karla Morales, Stephanie McDonald

Front row: Vanessa Mendiola, Maria Torres, Tara Tokijkla,

Brenda Alvarez-Nieves

"The word 'elevate' motivates, inspires and guides us as we elevate the quality of our members' care while supporting our providers, our community and each other."



GOLDEN HOUR: This sunset view looks toward the Inland Empire basin and captures the end of another golden day in the community we call home.





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iehp.org