



**A MISSION TO**  
*Heal and Inspire*



**2024**

IEHP Quality Report



When I have a chance to get out of my office and visit, firsthand, with our community members, IEHP members and providers, I'm deeply reminded that this work is not only incredibly personal, but sacred.

**Jarrod McNaughton**, MBA, FACHE  
IEHP Chief Executive Officer

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For a digital version of the 2024 IEHP Quality Report, scan the QR code.



Scan additional QR codes throughout the publication for instant access to inspiring videos and more details about our quality journey.



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## WHOLE-PERSON CARE

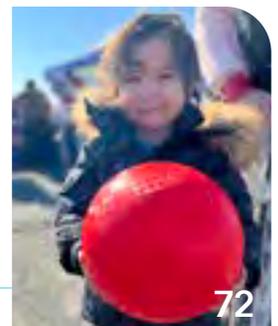
Dr. Charmaine Earle and her devoted team bring quality health care to Victorville, California.



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## GIVING A VOICE

Doulas provide a unique level of support to expectant mothers in the IE.



72

## HEARTWARMING TALE

The amazing health care journey of a little boy in Trona, California.



# A heartfelt message from our CEO and CQO

**If you know** Inland Empire Health Plan (IEHP) at all, you know we are all about our mission to heal and inspire the human spirit.

It guides every decision, every initiative and every step we take on a path of continuous improvement and innovation in order to ensure we are providing the care and services our community deserves. And our pursuit of quality is at the heart of our culture to do the right thing for our members.

This year's quality report is a recap of our quality journey in 2023. As we reflected on the milestones achieved, the theme of this report became apparent – we were definitely on a mission to heal and inspire.

Pediatric preventive care was a priority in 2023, and we looked for ways to get our younger members to their doctors for regular checkups. We also went back to our roots by centering our efforts to improve maternal health outcomes. After all, healthier moms help to ensure healthier kids.

Believing that innovation is an important tool in improving quality, we focused on connecting our primary care network into a health information exchange. This means important information about our members' health will be easier to access and share to support better care. We are proud to say more than 400 active primary care locations – representing over 60% of our members – are now connected.

As usual, this report doesn't shy away from showing areas in need of more growth. In other words, our journey continues.

Thank you for continuing to be a partner as we plan for the road ahead of us.

Sincerely,



**Jarrod McNaughton, MBA, FACHE**  
Chief Executive Officer



**Edward Juhn, MD, MBA, MPH**  
Chief Quality Officer



**Jarrod McNaughton,  
MBA, FACHE**  
Chief Executive Officer



**Edward Juhn,  
MD, MBA, MPH**  
Chief Quality Officer



# THE HEART OF IEHP

**HEART FOR SERVICE:** From left, Community Resource Manager Delia Orosco and Social and Community Service Manager Kanita Bourne are among the 3,000-plus IEHP team members who work for the “health plan with a heart.” According to a company-wide survey, 92% of IEHP employees say this is a Great Place To Work® – 35% higher than the national average. Learn more about IEHP’s prestigious awards on page 64.





## Who We Are

**For the last** 27 years, IEHP has worked to improve access to quality, affordable health care for vulnerable Inland Empire (IE) residents. Our guiding principle is to always put the needs of our 1.6 million members first. In collaboration with our growing network of more than 7,000 providers, our more than 3,000 team members, our IE counties and our collaborative community partners, we are committed to improving the delivery of quality health care services for those who need them most.

IEHP is a top-10 largest Medicaid health plan and the largest not-for-profit Medicare-Medicaid public health plan in the country and for the third year in a row, certified as a Great Place To Work®. As the region's first Medi-Cal managed care plan, we currently serve residents throughout Riverside and San Bernardino counties. And now, IEHP is also among the list of insurance providers for the Covered California exchange – an honor and responsibility we do not take lightly.

**Look for the following icons to see how our quality performance and initiatives are connected:**



OPTIMAL CARE



VIBRANT HEALTH



ORGANIZATIONAL STRENGTH



HEALTH EQUITY



# MISSION

WE **HEAL & INSPIRE** THE HUMAN SPIRIT

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# VISION

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

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# 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**

# Expanding our reach

## IEHP JOINS COVERED CALIFORNIA HEALTH CARE EXCHANGE



**For 2024, IE** residents looking for health insurance through Covered California will see a trusted name on the list – IEHP.

IEHP is among the list of options available on the exchange for those seeking Covered California coverage in 2024. With four levels of coverage available to consumers, IEHP will offer the lowest cost Silver plan in Region 17. Open enrollment began Nov. 1, 2023, and will continue through Jan. 31, 2024.

IEHP Chief Executive Officer Jarrod McNaughton shared the organization is excited to join Covered California and received state approval from the California Department of Managed Health Care.

“IEHP will be only the second public managed care plan to go into the exchange,” he said. “Joining Covered California is an important step to ensuring our members and others in the community can continue to access the quality health care services they need.”

IEHP officials estimate every year approximately 15,000 to 20,000 of its members in Riverside and San Bernardino counties could lose their Medi-Cal coverage due to an increase in income through the current eligibility renewal process. According to new state guidelines, these individuals will be automatically enrolled into their region’s lowest cost Silver plan.

Covered California is the only place Californians can go to receive financial help to make their coverage more affordable. Right now, 90% of Covered California’s 1.6 million enrollees receive financial help, with many people paying \$10 or less per month for their health insurance. Based on pre-pandemic trends, nearly half of the consumers who transition from Medi-Cal to Covered California will be able to get quality coverage at little to no cost.

“IEHP is joining the marketplace at a perfect time, giving more consumers transitioning from Medi-Cal the option to keep the same plan,” said Jessica Altman, executive director of Covered California.

# IEHP at a glance

SEPTEMBER 1996 – PRESENT

**1996**

Began operations with 62,000 Medi-Cal members



**2000**

One of first Medi-Cal-only health plans in California to receive "Commendable" NCQA Accreditation



**2005**

Launched the Open Access Program for foster care children



**2007**

Launched IEHP Medicare DualChoice for members with both Medi-Cal and Medicare



**2008**

Ranked the #1 Medicaid Plan in California by *U.S. News and World Report*



**2011**

Reached 500,000 members



**2015**

Reached 1 million members



**2018**

Opened housing program to members in need of permanent housing and management of health care services



**2019**

Launched Health Homes Program to support members who have complex health issues



**2021**

Served as a COVID-19 Vaccine Super Site in partnership with San Bernardino County, with nearly 40,000 vaccines administered



**2021**

Celebrated 25 Years of Service to the Inland Empire region



**2022**

Reached 1.6 million members, adding 47,000 new members in previously excluded ZIP code regions



**2022**

Gathered more than 100 top health care visionaries and thought leaders at IEHP's headquarters for inaugural Future of Health Summit



**2022**

IEHP Foundation Launched as a nonprofit organization to ensure access to quality, innovative health care via collaboration and partnerships



**2022-2023**

Certified as Great Place to Work® and ranked #15 in Fortune's Best Workplaces in Health Care



**2023**

Covered California officials announced IEHP will be among the health plans in the exchange (as of 01/2024)



**2023**

Named to the 100 Companies That Care® list by PEOPLE Magazine with a ranking of #87



**2023**

Received National Committee for Quality Assurance (NCQA) 3.5 rating out of 5



**2023**

Launched new, rebranded website focused on improving members' experience



**2023**

Received a 99th percentile national ranking for provider satisfaction



# Our Members

IEHP serves 1.6 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 27 years.



### IEHP Members

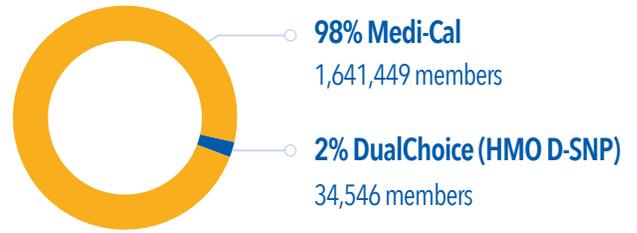


**1,675,995**

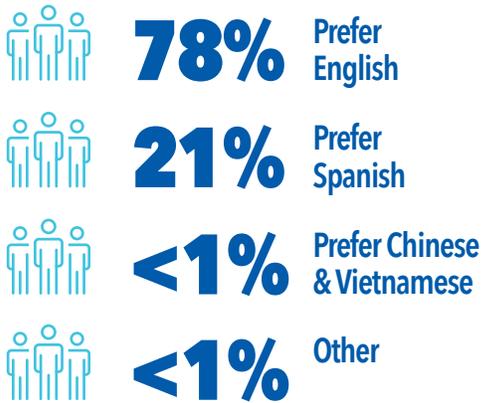
Total members

\*As of 09/2023

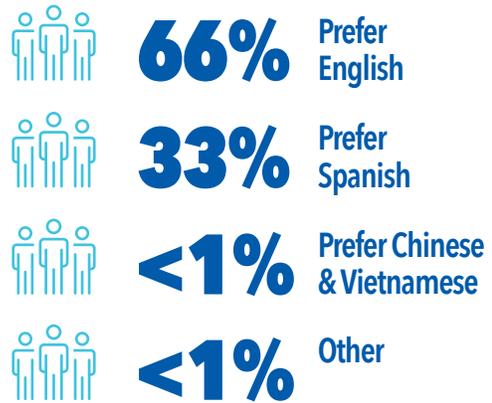
### IEHP Products



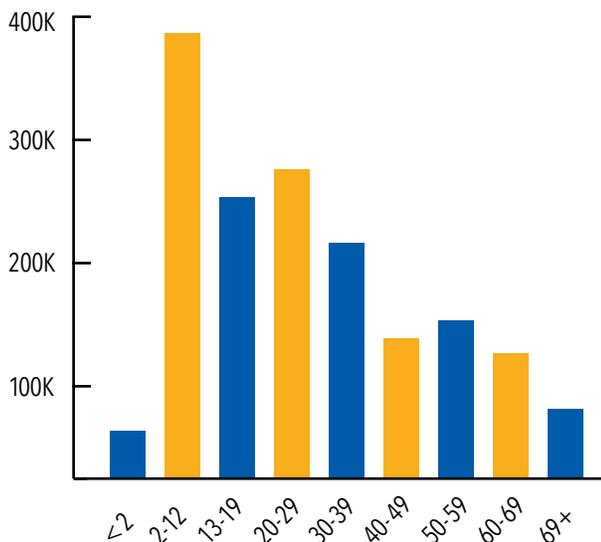
### Medi-Cal



### IEHP DualChoice (HMO D-SNP)

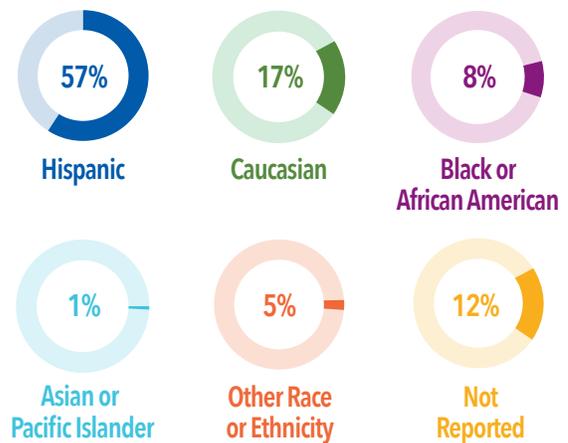


### Age Breakdown of IEHP Membership



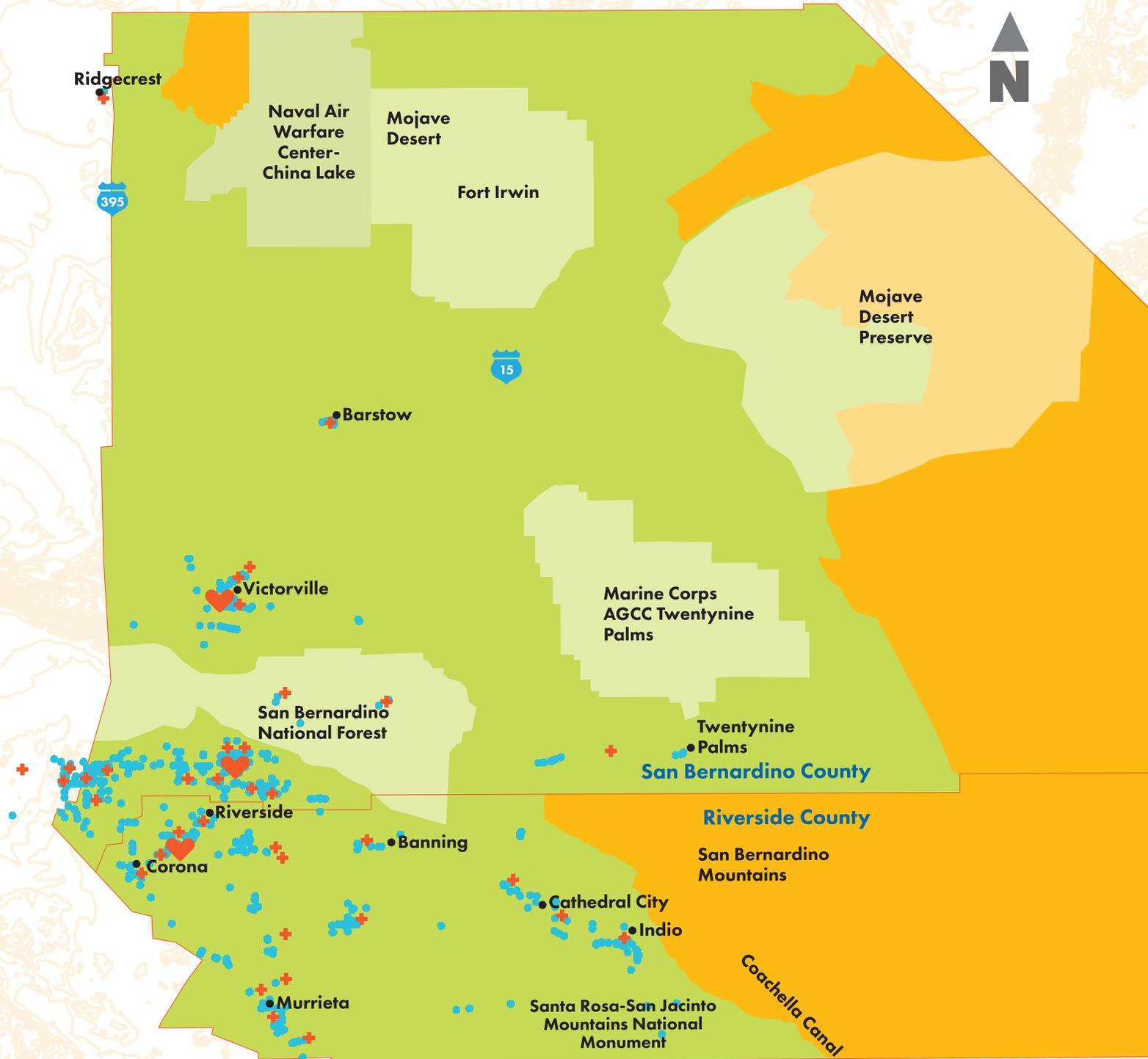
### IEHP Member Ethnicity

Source: EDW Data Warehouse



Information as of 09/23 provided by Strategy Analytics

# IEHP Health Care Resources



## Map Key

-  Primary Care Provider
-  Hospital
-  Community Resource Center

# Renewal Efforts

## COLLABORATION AIMED TO PREVENT LOSS OF MEDI-CAL

For hundreds of thousands of IE residents who rely on Medi-Cal benefits, receiving a specific yellow envelope in 2023 was of the utmost importance. To avoid a public health crisis after the annual renewal process of Medi-Cal resumed in April 2023, IEHP and Riverside County's Department of Public Social Services and San Bernardino County's Transitional Assistance Department coordinated a first-of-its-kind partnership. California estimated up to 3 million Medi-Cal enrollees statewide could lose or see interruptions in their health care coverage during the process. That number for the IE was estimated at potentially 300,000.

"The annual renewal process is one of the biggest efforts taking place in the history of the Medi-Cal program," said IEHP Chief Executive Officer Jarrod McNaughton. "The partnership with the two counties demonstrates our commitment to making sure Inland Empire residents have continued coverage."

In December 2022, Congress passed the Consolidated Appropriations Act 2023 (CAA) – which stipulated the continuous coverage provision that prohibited states from disenrolling members from Medicaid since 2020, due to the COVID-19 public health emergency, would expire at the end of March 2023. To prepare, IEHP hired an eligibility team fully dedicated to helping IEHP members complete the Medi-Cal renewal process.

## RENEWAL SUCCESS STORIES

Throughout the process of IEHP members receiving their "yellow envelope," which included the reminder and paperwork to sign-up for their potential health benefits, IEHP's eligibility team offered to help with the process. Members could call in and receive professional, personal support for this important action.

This resulted in many heartwarming stories – all of which show how IEHP puts its members at "the center of our universe." Below are a few of those special vignettes:

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After helping an IEHP member complete her Medi-Cal renewal packet and upload it on BenefitsCal.com, she was so thankful and couldn't believe there was a department of people devoted to helping members like her renew their health plan.

"You don't understand how stressed out I was about this," said the relieved IEHP member. "Is there a way to tip you or send you all flowers?"

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Although their English was limited, a husband-wife couple completed their Medi-Cal renewal packet over the phone with the help of IEHP before uploading it to BenefitsCal.com. They were so happy that they saved the eligibility specialist's direct line in their phone and sent her a thank-you letter in Vietnamese. When translated into English, it read:

"We wish you are always healthy, full of joy and happiness."



## Our Providers

**IEHP partners with** 7,109 health care providers to coordinate care for our members. Alongside our growing network of providers, we are committed to improving health care access in the IE through impactful incentives and strategic support.

### IMPACTFUL INCENTIVES

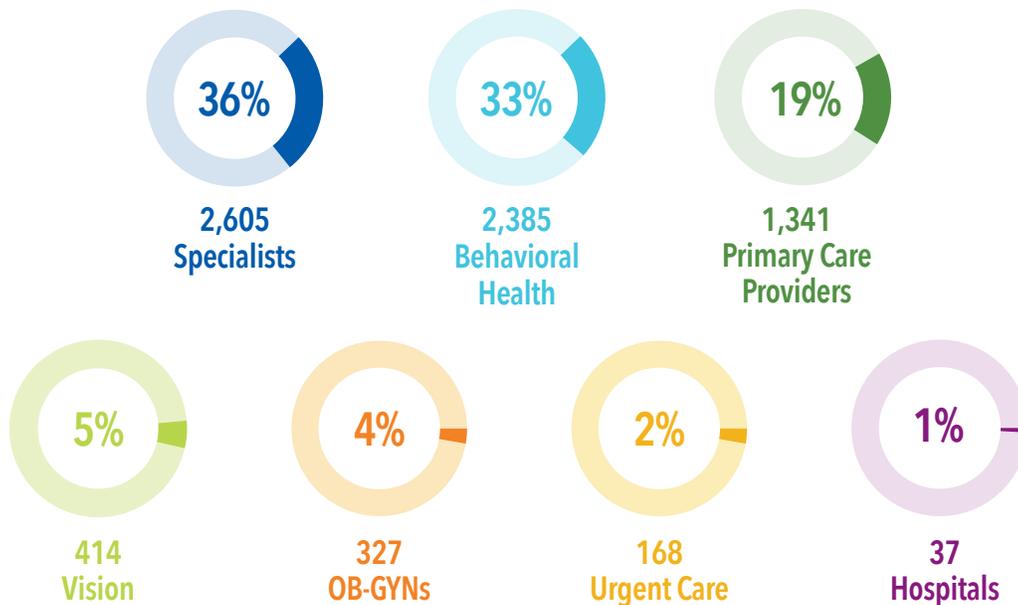
To significantly emphasize IEHP's commitment to this important work, the Pay for Performance (P4P) program has increased its funding to more than \$280 million for program year 2023.

IEHP's P4P programs are designed to reward network providers who meet key quality improvement measure 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.

IEHP's current Global Quality Pay for Performance program (GQP4P) offers incentives to providers who demonstrate 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.

# Provider Network Snapshot

## TOTAL NUMBER OF PROVIDERS BY TYPE\*



**Total IEHP Providers 7,109** (\*As of 10/2023)

IEHP currently offers seven provider P4P Programs:

- Global Quality P4P – Primary Care Providers
- Global Quality P4P – Independent Physician Associations
- Hospital P4P Program
- D-SNP Model of Care
- Obstetrician P4P Program
- Medicare P4P – IEHP Direct Program
- DualChoice Annual Visit P4P – IEHP Direct Program

Since the inception of the P4P program, IEHP has paid more than \$648 million in incentives to our valued providers and has seen demonstrated improvement in IEHP members' health outcomes and health plan measure performance.



For an example of a provider utilizing **P4P** for the benefit of **IEHP** members, see **page 58**.

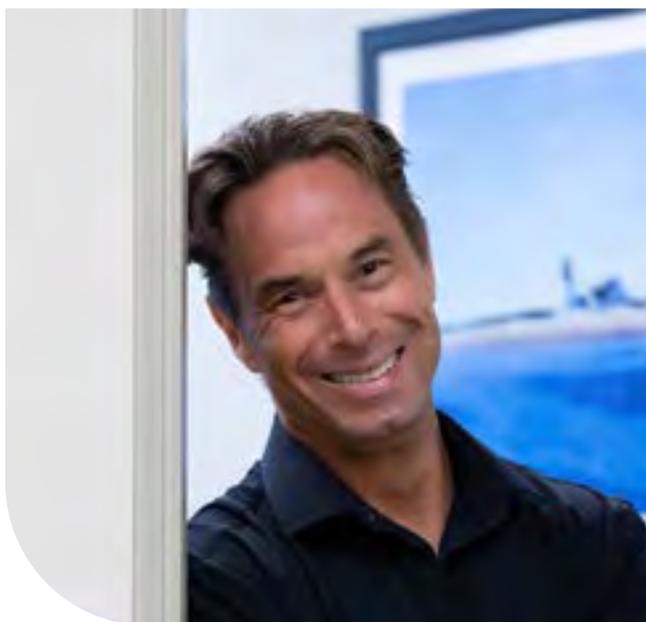


# Partners in quality

**IEHP believes our** members deserve only the best from us so they can, as our vision states, “enjoy Optimal Care and Vibrant Health.” Our commitment is to advance access to quality care throughout the IE region, from the bustling metro areas to the more remote communities. None of this work is simple – but by working together, none of it is impossible.

Thanks to our partners in quality, such as the three providers spotlighted here, IEHP will continue to bring exceptional service and essential care to our community. We asked these providers to share their views about the quality partnerships they form with their patients and IEHP. They also each shared their **WHY**, offering a glimpse into what drives them.

Quality scores for IEHP providers can range up to 4.0. The top score for the 2022 Global Quality P4P was 3.7.



## EDWARD RUIZ, MD

American Academy of Family Physicians (AAFP)  
Board Certified

**Ruiz Family Physicians — La Quinta, CA**

**Quality score:** 3.1 (90th percentile)

**Residency:** Southern Colorado Family Medicine in Pueblo, Colorado



For a list of our **Top 10** providers,  
see **page 57**.

### **Q: How do you collaborate with your patients in their health care?**

**A:** First, we make sure to effectively establish a good rapport with our patients by taking a detailed history and physical exam, in an effort to get to know them and their medical history. Next, once we have assessed the patients, we communicate to each patient what diagnoses we believe they have, making sure they have a good understanding of these diagnoses. Finally, we explain in detail what our plan of action is for each of these diagnoses. In doing so, we make sure our patients are part of the decision-making process and follow-through with this plan.

### **Q: How does your partnership with IEHP support your efforts to provide quality care?**

**A:** Our partnership with IEHP helps us to get the services we need for patients, such as important lab and radiology tests, medications, specialty referrals and different ancillary services. This helps us to provide good, comprehensive care for patients.

### **Q: What are your future goals as a health care provider?**

**A:** My future goals are to continue providing compassionate care to my patients and to help significantly improve the quality of their lives. By doing so, I hope to make a long-term, positive impact.

### **Q: What is your WHY?**

**A:** To provide compassionate medical care so it will not only heal their body but help uplift their spirit and those around them.



## ERICA RUIZ, MD

American Academy of Family Physicians (AAFP)  
Board Certified

**Ruiz Family Physicians — La Quinta, CA**

**Quality score:** 3.1 (90th percentile)

**Residency:** Southern Colorado Family Medicine in Pueblo, Colorado

**Q: How do you collaborate with your patients in their health care?**

**A:** We use telemedicine visits, in-office visits, text, email, paper and electronic surveys as well as phone calls when giving patient care and follow-up.

**Q: How does your partnership with IEHP support your efforts to provide quality care?**

**A:** They provide detailed rosters of our patients' medical wellness testing and measures they are up to date on.

**Q: What are your future goals as a health care provider?**

**A:** I look forward to helping and serving individuals with their health so they can live their best life ever and benefit our community as a whole to be a wonderful place to live and age.

**Q: What is your WHY?**

**A:** To improve individuals' health so our community continues to thrive one individual at a time.



## RANI ELIAS, MD

American Board of Pediatrics  
Board Certified

**Alta Loma Pediatrics — Rancho Cucamonga, CA**

**Quality score:** 3.0 (90th percentile)

**Residency:** Lincoln Medical and Mental Health Center, New York

**Q: How do you collaborate with your patients in their health care?**

**A:** By providing patient/family-centered care aimed at putting their individual needs as the priority.

**Q: How does your partnership with IEHP support your efforts to provide quality care?**

**A:** Through the assessments, which IEHP created, we are able to provide thorough assessments of the patient.

**Q: What are your future goals as a health care provider?**

**A:** To provide quality patient care in collaboration with the larger medical community in the IE.

**Q: What is your WHY?**

**A:** To empower patients and families in managing their health so they are well equipped into adulthood.



# It's back and better than ever! Inland Empire Disabilities Expo

**After a hiatus** due to the COVID-19 pandemic, the Inland Empire Disabilities Expo (IEDX) returned in 2023 – bigger and better!

Nearly 5,000 people of all ages attended the free event on Aug. 26, 2023, at the Ontario Convention Center. The gathering was hosted by the Inland Empire Disabilities Collaborative and co-sponsored by IEHP, Loma Linda Health PossAbilities and Molina Healthcare, IEDX shines a spotlight on disability-related services available locally through demonstrations, one-on-one visits and entertainment.

“We want the Inland Empire to see that we are strong when it comes to resources for seniors and people with disabilities,” said Jannette Zito, a community health analyst for IEHP’s Independent Living and Diversity

Services department. “We are dreaming big as we look for exhibitions to show hands-on assistive technology, mobility devices, adaptive recreation and more.”

All activities focused on the collaborative’s mission of promoting “equal opportunity, universal access and full participation of people with disabilities in all aspects of life.” The overall goal for IEDX is to showcase products and services that enhance independent living for persons with disabilities.

“The Inland Empire Disabilities Collaborative is an amazing collective of organizations bringing support and resources to our community of people with disabilities,” said Cotie Williams, director of community and outreach for Loma Linda University Health. “It’s so exciting to finally be able to come together in person.”



# Crestline: Caring for a community in survival mode

Scan to see a video about Crestline.



**During times of** crisis, chaos and trauma, people go into what’s called “survival mode.” To cope, the brain shuts down certain functions – focusing instead on combating danger.

It’s all about getting from one day to the next. And that’s exactly what happened to many residents of Crestline, California, a community of 10,000 in the San Bernardino Mountains about 85 miles east of Los Angeles. Due to record-breaking snowfall in late February and continuing into March 2023, the area was cut off from basic resources.

“So, we brought a food drive ... unfortunately, their grocery store has collapsed and we’re just trying to help them out, bringing them some fresh food and making sure they are able to go through this terrible time,” said Rene Alvarez, an IEHP community partnership representative, referencing the loss of Goodwin & Son’s Market, the area’s only supermarket whose roof caved from the weight of heavy snow.

## HELP ON THE WAY

IEHP member Suzanne O. remembers the moment she learned “the health plan with a heart” was on the way.

“I got a message in the middle of all of it from IEHP ... saying they were there, and they wanted to help,” she said. “I cried when I read that text because it really does mean something to know that outside the community, other people are noticing and they’re sympathizing.”



In response to the dwindling supplies in the Crestline area hit so severely by the unprecedented winter weather, IEHP’s community partnership team put the organization’s mission “to heal and inspire the human spirit” into action.

Thanks to the ongoing collaboration among Food Forward, Hearts & Lives, San Bernardino County Third District Supervisor Dawn Rowe, San Bernardino County Public Health, the Crestline community and IEHP, the free food distribution continued.

With mounds of snow still surrounding Crestline, IEHP employees traveled to the mountain town and set-up “shop” in front of the Hearts & Lives office – a valued community partner, which also offers the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) among other helpful support services.

Residents lined up at the various free food stations on Lake Drive, where an army of helpers – dressed in their warm, IEHP-branded gear – gladly filled plastic bags to the brim. And each time, the grateful recipients offered their thanks and appreciation.

## ON THE MENU

IEHP brought an incredible 16,147 total pounds (12 pallets each time) of fresh fruits and vegetables, including bananas, oranges, potatoes, cherry tomatoes, lettuce, Brussels sprouts and more.

For Crestline resident Juana V., getting through these difficult months meant burying some emotion – at least until help arrived in the form of the food giveaway hosted by IEHP.

“I appreciate you guys from the bottom of my heart,” said Juana, tapping her chest, then breaking down into tears. “I guess it’s coming out now – I was, we were, just (in) survival mode, trying to survive it, that’s it. “Thank you, IEHP,” Juana added through her tears. “Thank you, from the bottom of my heart.”



**BRIGHT FUTURE:** *Joey Abadilla is an IEHP Healthcare Scholar and part of a special group of students from University of California at Riverside (UCR). To remove financial barriers for approximately 50 students per year, IEHP partners with local academic institutions - including UCR, Loma Linda University and California University of Science and Medicine. The recipients receive the scholarships in exchange for, upon graduation, a multiyear commitment as an IEHP provider. The goal of the program is to create an "upstream" flow of new physicians and other health care professionals to meet the growing needs in the region.*



# OUR PATH TO THE FUTURE

# Our strategic plan

## 2030 VISION COMMITMENTS

**What gives us** clarity of purpose and sets the stage for the work that needs to be done to best serve our members, providers and community is our Mission, Vision, and Values.

In 2021, IEHP launched a dynamic Strategic Plan. It is a roadmap to guide our actions and focus our collective efforts on what will be most impactful. Over the next 10 years, the Strategic Plan will lead us toward our ultimate destination – to achieve our vision of our communities enjoying Optimal Care and Vibrant Health.

Achieving a vision this big requires specific and clear definitions and measures of success. We call these our “2030 Vision Commitments.”

### 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 evidence-based best practices.
- Care is designed and seamlessly coordinated from prevention through the whole care continuum.
- Care is built on cultural humility and respectful, holistic, human-centered 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.

### 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.

### 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.



# IEHP works toward **health equity** for all



**Lorena Chandler, MPH**  
Vice President,  
Chief Health Equity Officer

**Although the term** “health equity” is now used widely, the foundational principles that comprise equity were already present in IEHP’s organizational fabric.

And while IEHP is leading the charge to ensure all IE residents have a fair opportunity to be as healthy as possible, we realize the pursuit of equity requires a constant, systematic and devoted effort. Given the magnitude of health inequities that exist in our communities, a systems-level transformation is underway to reduce disparities and improve access to equitable health care.

IEHP is committed to health equity as an essential part of quality improvement. We realize coupling quality and equity efforts is essential to the reduction of disparities and have made an intentional effort to ensure alignment between the two.

Throughout 2023, IEHP facilitated a rigorous process to prepare for Health Equity Accreditation through the National Committee for Quality Assurance (NCQA). IEHP achieved this distinction by demonstrating compliance in the following areas:

- Organizational Readiness
- Race/Ethnicity, Language, Gender Identity and Sexual Orientation Data
- Access and Availability of Language Services
- Practitioner Network Cultural Responsiveness
- Culturally and Linguistically Appropriate Services Programs
- Reducing Health Care Disparities

During this exercise, IEHP gathered assets and operational pain points that informed a robust strategy to enable our path toward building a strong health equity infrastructure.

IEHP is furthering its commitment to developing a more equitable system of care through the establishment of a dedicated Health Equity leader and department.

As part of our team’s efforts, IEHP has identified strategies to create a culture of equity across the organization and in our community. Just as we have done for more than 27 years, the “health plan with a heart” will take on this important work with our members, providers and community at the center of our universe.

## PILLAR 1

### **Organizational Readiness, Capacity Building and Change Management:**

Developing and strengthening IEHP’s operational processes and resources to support the transformation of the current system which produces inequitable results.

## PILLAR 2

### **Performance Measurement and Data:**

Improving and expanding upon the collection and analysis of key demographic data and indicators to adequately identify disparities.

## PILLAR 3

### **Eliminating Health Disparities:**

Develop focused and data-informed quality improvement efforts to close disparity gaps.

## PILLAR 4

### **Community and Member Engagement:**

Active community and member input and collaboration to inform and support ongoing health equity efforts and interventions.





**MAGNIFICENT MURAL:** Local award-winning artist Juan Navarro (above) created this image (full version at left) for IEHP's main lobby space.

# Our road to transformation

## HEALTH CARE DELIVERY

- Growth of new product lines
- Exploration of new business partnerships

## DATA AND ANALYTICS

- Connect IEHP's primary network

## HOSPITAL QUALITY IMPROVEMENT PROGRAMS

- Enrollment support
- Post discharge follow-up

Scan to see a time-lapse video of the mural's creation.





# Future of Health Summit brings together health care experts

**IEHP's second annual** Future of Health Summit convened top health care visionaries and thought leaders at the health plan's headquarters on Oct. 13, 2023, to share supportive acceleration strategies for a more integrated and sustainable health system.

The one-day event featured keynote conversations from industry leaders on trends and changes sweeping throughout the health care environment in the state and region.

This year's format included presentations along with a panel discussion about the future of mental and behavioral health services in the nation and region.

Featured speakers included:

- Dr. Kenneth Rosenberg: Psychiatrist, author and award-winning documentarian, who gave insight into his book and subsequent film of the same title, "Bedlam: An Intimate Journey into America's Mental Health Crisis."
- Michelle Baass: Director of the California Department of Health Care Services (DHCS), who shared what the state is doing to support the future of health in the IE through programs such as CalAIM, the Mental Health Services Act (MHSA) refresh and more.
- Dr. Tim McDonald: Chief patient safety and risk officer for RLDatix and creator of the Communication and Optimal Resolution (CANDOR) Initiative for the US Agency for Healthcare Research and Quality, who addressed patient safety and the future of care.

Among the attendees at the Future of Health Summit were dozens of chief executive officers from hospitals in the region along with medical group executives, health care leaders, community-based organizations and two county leadership teams.

Past speakers at the event have included the California Health & Humans Services secretary, University of California at Los Angeles' chief diversity officer, the CEO of Yamaha Music Foundation and others.



# Connecting mission to quality

**Positive organizational performance** outcomes are driven by an inspired workforce who find deep meaning in their work. In 2023, the mission team at IEHP presented the Living the Mission Experience to Team IEHP who – prior to the COVID-19 pandemic – had a strong history and a deep culture of collaboration and joy.

After two full years of remote work, however, team member feedback revealed some unusual trends: a widespread sense of isolation, an obvious longing for connection and numerous requests for ways to strengthen how we care for each other. And that’s why the Living the Mission Experience sessions were created.

The objectives of the mission program were designed specifically to:

- Cultivate our compassion.
- Strengthen our joy of serving others.
- Deepen our commitment to each other.
- Sharpen our line of sight to our members.
- Commit to living IEHP’s Mission, Vision, Values.

Each session included 85 to 90 team members for a three-hour meeting featuring compelling concepts, engaging activities, inspiring videos of member and team member stories, shared dialogue and more. Each attendee received a Living the Mission guidebook that captured key concepts and behavioral actions.

Over five months, 42 sessions were completed with 96% of IEHP’s 3,200 team members attending. About 120 team members – those who lived out of state, more than two hours away or had a medical exemption – took part in a two-hour virtual version.

Team members also each established a Mission Partner, meeting with each other three times over a three-month period. Following conversational prompts from their guidebook, these partners summarized their learnings in the book and shared them with their leaders during annual performance reviews.

For leaders, the sessions included a focus on their role to cultivate the lived Mission and Values at IEHP – all in pursuit of providing the highest quality care possible.



The Living the Mission Experience brought me back to my **WHY** and the **WHY** for IEHP.

**IEHP team member**  
Anonymous survey



**LEAN-IN:** IEHP'S Lean Annual Conference encourages out-of-the-box thinking for ways to improve quality and processes – always with members and the IE community in mind. The gathering features creative display booths and detailed data that highlight proposed solutions. A team of judges reviews each project, then awards the winning presentations. Learn more about IEHP's quality ratings on page 48.





**OUR QUALITY  
JOURNEY AND  
PERFORMANCE**



# New Community Health Worker program reduces barriers

**Estrella Garcia** sees the landscape of her community and the health care needs of her fellow IE residents in a whole new way – all thanks to the inaugural Community Health Worker (CHW) program introduced by IEHP.

“It’s been an eye-opening journey filled with growth, empathy and empowerment that has not only opened my perspective, but also has equipped me with invaluable skills in challenging situations,” said Garcia, one of nine CHWs celebrated during a graduation ceremony on July 27, 2023, at IEHP.

The spotlight on the first graduates also highlighted IEHP’s ongoing, innovative efforts to reduce barriers to health care services in marginalized and underserved communities. IEHP is the first and only health plan in the state to provide CHW certification – just another example of its commitment to the IE community.

“I know [going through the program] was a journey and you’ve learned a lot and brought your experience, your wisdom and your connections to the community and really helped shape our program going forward,” said Chief Medical Officer Takashi Wada, MD. “We’ve been learning along with you in how to deliver a meaningful program that’s going to provide value to our communities and give you the experience and tools that you’ll need to be successful in any role as a community health worker.”

The CHW program – consisting of six weeks of in-person training, followed by three weeks of field practicum training – launched in March 2023 with the first cohort of students starting on May 6, 2023.

“We developed training around the community health worker core competencies and enhanced training by including an introduction to health care services,” said IEHP Community Behavioral Health Manager Belinda Hernandez. “Topics covered focused on foundational skills with enhanced training on specific areas such as quality measures, health outcomes and evidence-based approaches and techniques.”

And just because this first group of CHWs graduated from the program doesn’t mean the training and resources end. When new services are needed, CHW training can be expanded.

Also, another new collaboration is set to kick off with IE providers, Hernandez added.

“We will pair a CHW with a provider in the community to address chronic conditions, preventive health care needs and health-related social needs throughout Riverside and San Bernardino counties,” she said.

For newly graduated CHW Garcia, this journey represents an opportunity to make a positive difference in the community where she lives and works.

“My team has been so supportive and has inspired me to embrace who I am and love myself the way I am,” Garcia said. “They are truly, truly community health workers at heart.”

In addition to Garcia, IEHP’s inaugural CHW cohort included: Astin Medina Carranza, April Watkins, Serena Hong, Jackie Tovar-Sandoval, Princess Egiebor, Dre Graves and Lizette Olmedo.



It’s been an eye-opening journey filled with **growth, empathy** and **empowerment** that has not only opened my perspective, but also has equipped me with invaluable skills in challenging situations.

**Estrella Garcia**  
Community Health Worker



**REDUCING BARRIERS:** *These new Community Health Worker (CHW) graduates – the first cohort to complete the six-week training program – represent an innovative effort by IEHP to take health care services to the most marginalized and underserved communities. IEHP is the first health plan in the state to provide CHW certification.*

## Core Measures

**IEHP's efforts to** improve our members' health outcomes include ongoing assessments of key quality measures. These data points paint a real-time 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 vision of having our communities enjoy Optimal Care and Vibrant Health.

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

# Preventive Care

Good health starts with good preventive care.

From annual checkups to 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 preventive pediatric 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 or a program to enroll newborns for health coverage before they even leave the hospital.

| Quality Measure   | 2020 | 2021 | 2022 | National Percentile |
|---|------|------|------|---------------------|
| Counseling for Physical Activity for Children/Adolescents | 76.4 | 80.3 | 79.6 | 75th ‡              |
| Counseling for Nutrition for Children/Adolescents         | 77.4 | 81.5 | 80.4 | 75th ‡              |
| Breast Cancer Screening                                   | 59.8 | 57.8 | 58.7 | 66th                |
| Chlamydia Screening in Women                              | 62.4 | 65.0 | 64.9 | 66th                |
| Timely Prenatal Care                                      | 89.1 | 83.9 | 88.2 | 66th                |
| Cervical Cancer Screening                                 | 62.0 | 54.0 | 57.0 | 33rd                |
| Flu Vaccinations for Adults Ages 18-64                    | 41.0 | 35.3 | 39.6 | 33rd                |
| Immunizations for Adolescents – Combination 2             | 41.1 | 30.4 | 34.6 | 33rd                |
| Timely Postpartum Care                                    | 75.2 | 80.1 | 79.6 | 33rd                |
| Weight Assessment for Children/Adolescents BMI Percentile | 81.0 | 84.4 | 82.2 | 33rd                |
| Childhood Immunization Status – Combination 10            | 29.2 | 28.7 | 29.0 | 33rd                |
| Colorectal Cancer Screening*                              | 67.9 | 59.9 | 66.4 | 33rd                |
| Avoidance of Antibiotic Treatment for Acute Bronchitis    | 42.5 | 40.2 | 42.2 | <10th               |

National Percentiles based on NCOA Health Plan Rating Percentiles published 08/2023 unless otherwise noted

‡National Percentiles based on Quality Compass Benchmarks published 09/2023

\*IEHP DualChoice

■ = 66th - 89th percentile  
■ = 33rd - 65th percentile  
■ = <10th percentile



# Newborn enrollment: Babies need health coverage from Day 1

**Samantha B. prepared** for the arrival of her son with the typical list of infant needs: diapers, clothing, blankets and plenty of love. But when it came to baby Myles having health coverage, that was a surprise.

“I wasn’t aware that after your baby is born that you do have to get insurance for them,” said Samantha, an IEHP member whose mother works at the health plan. “It’s something to worry about.”

As the “health plan with a heart,” IEHP wants to ease worries for new parents and ensure IE residents of all ages experience Optimal Care and Vibrant Health.

“Here at IEHP, quality is really important,” said Genia Fick, IEHP’s vice president of quality. “And one of the areas of particular concern is preventive pediatric care.”

IEHP found a gap in care among children ages 0 to 2 years old, including receiving timely immunizations. By engaging parents sooner in preventive care, this could lead to better health for their newborns and potentially for other family members, too.



Here at IEHP, **quality** is really important. And one of the areas of particular concern is **preventive pediatric care.**

**Genia Fick, MA**  
Vice President, Quality



## CLOSING THE GAP

Thanks to the power of partnership between IEHP and the Women’s Center at Pomona Valley Hospital Medical Center (PVHMC), signing up newborns for health coverage from Day 1 is now a smooth transition.

“Pomona Valley (PVHMC) just wants the mom to know we are here for them and with the newborn enrollment process, that baby is covered before Mommy leaves the hospital,” said Nichelle Ford, patient access manager at PVHMC.

PVHMC admitting representatives present each mom-to-be with a “Welcome Baby” letter then enroll the baby for ongoing Medi-Cal coverage.

“They don’t have to worry about going home, going through the mail, trying to find the health care coverage option to add the baby on – they already know when they left Pomona Valley (PVHMC), it was taken care of for them,” she said.

For IEHP, the collaboration with PVHMC is one more way to put the member at the center of our universe.

“What we really hope to do with this partnership is to help our moms and our new families have the support they need to know who that baby’s primary care provider is, who their pediatrician is going to be to care for them, and know where to call if they need help,” Fick said.

PVHMC hopes the win-win example will inspire other area hospitals to incorporate similar newborn health insurance enrollment programs.

“With Pomona Valley (PVHMC) averaging over 500 newborns a month, if Pomona Valley can do it, our neighboring hospitals can do it as well,” Ford said.

Scan to see a video about newborn enrollment.





## *Meet Leslie* **Finding hope in life's uncertainties**

**Leslie K. loves** animals, sparkly nail polish and her home state of Texas. None of those things have changed. But after a tragic accident in 2021, much of Leslie's life will never be the same again. "I was on my way to LA, and I stopped because there was an accident in my lane," said Leslie from her Jurupa Valley, California, home. "I had gotten out and evidently, somebody got impatient and went around us and ... took me for a little drag down the road." When Leslie woke up after an emergency eight-hour surgery, she discovered the devastating results of that fateful day. "I just lifted the sheets and went, 'Oh, I have no legs,'" said the IEHP member.



## 'TRIAL AND ERROR'

Once Leslie was discharged from the hospital, some immediate needs became apparent including:

- Learning to operate an electric wheelchair
- Fitting through narrow doorways at home
- Using the bathroom safely

It was a time of uncertainty and worry for Leslie and her husband, Robert B.

“I was scared, I didn’t know what to do – I didn’t know what I was supposed to do,” said Robert, wiping away tears at the memory of those first days as his wife’s primary caregiver. “I didn’t know about having this house ready ... how do I feed her, how do I bathe her?”

“... You don’t know. It’s just all trial and error.”

As they navigated their new world, the couple had to find ways to adapt to a completely different lifestyle. “Because you can’t just go out and get in my truck and go do something,” said Leslie, a cowgirl who grew up on a ranch, routinely riding horses. She still proudly wears a Texas-shaped gold charm around her neck.

Leslie also used to raise chickens and sell their eggs to neighbors, but she can’t maneuver her wheelchair in the coop. And Robert gave up his truck driver job to be available for his wife. He has now taken over the chicken coop duties as well as laundry tasks since the couple’s washer and dryer are in their home’s basement.

## WANTING INDEPENDENCE

Leslie and Robert soon learned – thanks to the community partnership among Inland Housing Solutions (IHS), CalAIM and IEHP – help was available.

Leslie and Robert received an authorization from IEHP for the CalAIM Community Supports Home Modifications (Environmental Accessibility Adaptations), which started the remodel process. With this program, individuals receive access to specialized care – whether that means changes to the inside or outside of their homes – ensuring the best quality of life.

In many ways, Leslie and Robert simply needed their same home to function differently, but with things most people take for granted in their own homes.

“They need those accessibility renovations to be able to use their space the way they used to,” said Kate Nazareno, director of client services at IHS.

The renovations, which were completed for free focused on the couple’s only bathroom and included:

- Widening/adjusting doors
- Installing grab bars
- Modifying flooring to tile for electric wheelchair access
- Repositioning/rewiring of electrical outlets and switches
- Adding a wheelchair-accessible vanity, medicine cabinet and towel bars

The vanity may be Leslie’s favorite update. “So I can blow dry my hair, put my make-up on and all that girly stuff,” she said.

According to Robert, the modifications to their bathroom represent something much bigger for his wife than just the actual construction work.

“She wants to be as independent as she can and having that bathroom finished in there was a huge burden taken off of us – big,” he said.

And that’s exactly what this kind of multi-agency collaborative effort intends to do: help IE residents experiencing life-changing circumstances. For Leslie and Robert, receiving the accessibility modifications with no out-of-pocket costs is a welcomed positive change.

“When things like that happen, it gives you hope that hey, it’s gonna get better,” Robert said. Leslie agreed.

“That remodel has been a God’s gift – it’s made a big difference,” she added. ❤️

Scan to see a video of Leslie’s story.



# Chronic Care

**Chronic care management** is recognized as a key factor in primary health care. It 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

- Blood pressure control for patients with diabetes
- Hemoglobin A1c control for patients with diabetes
- Asthma medication ratio

## OPPORTUNITY FOR IMPROVEMENT

- Statin therapy for patients with diabetes and cardiovascular disease - statin adherence

| Quality Measure  | 2020 | 2021 | 2022 | National Percentile |
|--|------|------|------|---------------------|
| Statin Therapy for Patients with Cardiovascular Disease – Statin Adherence | 85.0 | 85.4 | 80.7 | <b>66th</b>         |
| Statin Therapy for Patients with Diabetes – Statin Adherence               | 84.2 | 84.1 | 76.8 | <b>66th</b>         |
| Hemoglobin A1c Control for Patients with Diabetes – HbA1c Control          | 49.2 | 49.9 | 56.2 | <b>66th</b>         |
| Controlling High Blood Pressure  | 55.0 | 60.8 | 65.3 | <b>33rd</b>         |
| Blood Pressure Control for Patients with Diabetes                          | 59.6 | 59.6 | 66.4 | <b>33rd</b>         |
| Eye Exam for Patients with Diabetes  | 55.0 | 58.4 | 55.2 | <b>33rd</b>         |
| Asthma Medication Ratio  | 57.4 | 59.1 | 65.9 | <b>33rd</b>         |

National Percentiles based on NCOA Health Plan Rating Percentiles published 08/2023 unless otherwise noted

= 66th - 89th percentile  
 = 33rd - 65th percentile





# Following her North Star

IEHP's Global Quality Pay for Performance (GQP4P) program financially incentivizes providers to achieve quality care measures. Due in part to this initiative, Charmaine Earle, MD, IEHP primary care physician and sole proprietor of Shiloh Medical Center in the High Desert community of Victorville, California, runs a thriving practice and fulfills the reason she got into medicine in the first place – to save lives.

## The struggle is real.

Not long ago, Dr. Earle found herself in a real pickle. Wanting to help care for underserved members in her community, she joined the IEHP provider network, yet was soon overwhelmed.

“It was a lot of patients, all at the same time and with a myriad of problems,” she recalled. “A patient could come in with 10 issues, but we could only address five, so we’d have to bring them back. And we only had a finite amount of time and resources for scheduling, filling no-shows, tracking referrals and following up with patients.”

Logistics of care aside, Dr. Earle also faced a mountain of social drivers to her patients’ health. She explained how food insecurity and mental health create challenges.

“There’s just so many really sad and heavy things that happen in our community,” she said. “Many people feel they can’t afford the food they need or they’re still suffering from childhood abuse or trauma. You’re trying to help them with clinical issues and they come in with all these social issues. It complicates things tremendously.”

To give her patients the quality care and attention they deserved, Dr. Earle needed to staff up. She needed more providers and skilled professionals to develop better systems of organization, communication and access to care. Hiring and retaining staff was no easy feat.

“We had a medical assistant turn down a job because McDonald’s was going to pay her more. It was shocking,” she said. “We have to stay competitive so that the people who have the heart for health care can stay in the industry and not go to retail or somewhere else.”

Scan to see a  
video of Dr. Earle’s story.



## THE SOLUTION

With the support of the IEHP GQP4P program, Dr. Earle was able to invest in the staffing she needed to provide her patients with the proper care. Dr. Earle now has a person in place for every aspect of care: scheduling, referrals, pharmacy, etc. She also has a system for tracking each quality care measure.

“We have pop-up reminders in the chart that will flag when things are due,” she explained. “IEHP has also been very kind in giving us our lists of things that are needed for patients, and we try to capture them at every visit. Even if they don’t have an appointment, we’re constantly calling patients and reminding them, you’re due for this, you’re due for that, pick up your order, etc.”

Dr. Earle routinely meets with her team to review charts, identify any patient issues and ensure everyone is on the same page. They create quick reference sheets and are always looking for ways to improve communication and/or their approach. This not only enhances care for the patient, but it brings peace of mind for everyone.

“When you have that extra staff, you have the surety that the patient is taken care of,” explained Dr. Earle. “And at the same time, you don’t have to feel that expenses are going to be out of hand because IEHP does make sure you get paid for the work you’re doing. If your patient does well, you’re going to be incentivized for that. And yes, we want the patient to do well.”

## REAL-LIFE RESULTS

When it comes down to it, all this talk about quality measures translates to real people getting the care they need – people like Ethel C., who was being treated for diabetes, yet was consistently reminded to get her mammogram. When she finally did, she discovered she had stage 4 cancer.



Ethel credits Dr. Earle for saving her life.

“Dr. Earle was not only a doctor to me, but she was also a friend, a healer. She cared and because of all the things she put together so quickly for me, I’m alive today. She gives a quality of life to people, and I needed that quality of life,” expressed Ethel, tearing up.

Ethel’s story is only one example of many. Because Dr. Earle makes it a point to educate her patients on the importance of cancer screenings and prevention, she has numerous stories of patients who experienced no symptoms but found cancer.

“We have a story of a strapping bodybuilder who never saw the need for a colonoscopy,” Dr. Earle recalled. “But I just wore him down. He got tired of me asking him. And lo and behold, he had colon cancer. It was removed, taken care of and he’s alive and doing well today.”

## MISSIONS ALIGNED

Dr. Earle is grateful to have a partner like IEHP. While taking on the extra patients required a lot of hard work and innovative thinking, she felt fully supported in her mission – a North Star she’s had since childhood.

Born and raised in Jamaica as the daughter of a pastor, Dr. Earle grew up with a love for people, a passion for teaching and a connection to nature. Her fascination with biology created a natural path for her to pursue medicine.

With a firm belief in treating a person’s whole health, Dr. Earle plans to further pursue her passion for teaching by educating patients, training staff and mentoring young providers on how to run a successful practice. Of course, she knows IEHP will be there to heal and inspire.

“I hope to collaborate with IEHP for a long time,” she said. “I love the fact that IEHP has been a leading organization in whole health care. I have truly enjoyed seeing our practice grow, seeing our reimbursements increase and seeing patients’ quality of life improve – all while achieving the goals that got us into medicine in the first place.” ❤️





**STUDENT HEALTH REIMAGINED:** *It will take a village to build a strong care system around student behavioral health today and into the future, but collaborative efforts in the IE are already well underway. IEHP hosted an event focused on the Student Behavioral Health Incentive Program (SBHIP) Engagement on Feb. 27, 2023.*

# Behavioral Health

**Behavioral health** is just as important as physical health since they both affect the whole person. In 2022, IEHP’s performance in behavioral health quality metrics demonstrated rate increases in many areas as well as some opportunities to improve.

| Quality Measure   | 2020 | 2021 | 2022 | National Percentile |
|---|------|------|------|---------------------|
| Antidepressant Medication Management – Continuation Phase   | 50.3 | 69.1 | 63.4 | 90th                |
| Adherence to Antipsychotic Medications for Individuals with Schizophrenia                                   | 68.6 | 64.3 | 72.6 | 90th                |
| Follow-Up Care for Children Prescribed ADHD Medication – Continuation and Maintenance Phase                 | 48.3 | 53.1 | 55.2 | 33rd                |
| Diabetes Screening for People with Schizophrenia or Bipolar Disorder who are using Antipsychotic Medication | 81.8 | 83.6 | 76.3 | 10th                |

National Percentiles based on NCOA Health Plan Rating Percentiles published 08/2023 unless otherwise noted

- = 90th percentile or above
- = 33rd - 65th percentile
- = 10th - 32nd percentile



# Maternal mental health: Breaking the stigma for all moms

**Gerti P. looks** at her 1-year-old daughter, Gerialie, and the world lights up in both of their eyes. Gerialie gives a sweet, heartwarming smile anytime her mom kisses her cheek and picks her up in a loving cradle.

But for millions of new moms, like IEHP member Gerti, motherhood – and all the challenges it brings – can be overwhelming.

Thankfully, she knew exactly where to turn. Gerti called IEHP and was connected to Katia Angulo, a behavioral health specialist on the maternal mental health team.

Turns out, Gerti was experiencing postpartum depression, which is extremely common among mothers. The Centers for Disease Control and Prevention cites 1 in 8 women who recently give birth suffer from it.

“I was just really looking for help, because it gets overwhelming – especially becoming a new mom,” explained Gerti. “Sometimes the depression just catches you. I just want to get through this, so I can push through for my baby, for my sanity, for my happiness.”

## REACHING OUT FOR HELP

Immediately after childbirth, most women experience “baby blues,” which can include mood swings, crying spells, anxiety and difficulty sleeping – all very normal, but short-lived symptoms. However, postpartum depression is more severe and long-lasting, usually requiring treatment from a mental health professional.

“It’s normal (for new moms) to feel the way they do; there is nothing wrong with feeling that way,” said Angulo. “They should be proud of themselves for reaching out for help – and that is where we come in.”

IEHP’s maternal mental health team connects members with services such as therapy and psychiatry. Behavioral health specialists check in with members to ask how they are feeling, what they need and to help them make those sometimes hard, but life-altering first steps of scheduling and attending therapy appointments.



They should be **proud** of themselves for **reaching out** for help.

**Katia Angulo**  
Behavioral Health Specialist

## PERSONAL EXPERIENCE

Angulo deeply understands what IEHP members she supports are going through – after all, she also suffered postpartum depression following the birth of her daughter.

So, for Angulo, her role with IEHP is much more than a job, a career or even a calling: It is a chance to provide IEHP members with maternal mental health challenges the help she wishes she had.

“Having someone call me, just to see how I was doing, would have been so beneficial for me, so I take that with every call I make,” said Angulo.

Scan to see a  
video of Gerti’s story.





# Patient Safety

**Patient safety** is tied to quality care in that one cannot exist without the other. The goal of ensuring quality care is to protect patients from harm.

IEHP’s various resources and programs 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 a hospital readmission.

| Quality Measure  | 2020 | 2021 | 2022 | National Percentile |
|--|------|------|------|---------------------|
| All Cause Readmissions Observed to Expected Ratio ( <i>lower is better</i> )   | .85  | .88  | .88  | <b>90th</b>         |
| Follow-Up After Hospitalization for Mental Illness – 7 days*                   | 34.5 | 37.4 | 36.8 | <b>66th</b>         |
| Transitions of Care: Patient Engagement after Inpatient Discharge (65+ years)* | 87.2 | 86.7 | 88.3 | <b>33rd</b>         |
| Transitions of Care: Medication Reconciliation Post Discharge (65+ years)*     | 70.9 | 67.4 | 67.9 | <b>33rd</b>         |
| Follow-Up After Emergency Department Visit for Mental Illness – 7 days         | 35.4 | 41.6 | 41.7 | <b>33rd</b>         |

National Percentiles based on NCQA Health Plan Rating Percentiles published 08/2023 unless otherwise noted

\*IEHP DualChoice

= 90th percentile or above  
 = 66th - 89th percentile  
 = 33rd - 65th percentile



# Two groups, one goal: improved hospital care

The year 2023 was a banner one for IEHP to partner with hospitals in the IE, resulting in the creation of two new groups forged together for a common goal.

## SIMPLY THE BEST

The Inland Empire Hospital Best Practice Collaborative offers a forum with an overall goal to increase quality of care within network hospitals. Established by IEHP in early 2023, the group was built from the knowledge that identifying best practices within health care, along with collaboration, leads to shared learning and fosters overall improvement.

IEHP held the first Inland Empire Hospital Best Practice forum in April 2023, bringing together quality professionals, hospital leaders and executive leaders from more 30 hospitals that deliver care in the IE.

IEHP called the collaborative “an important milestone in our quality journey as quality is not a competition, but a strive for excellence” because it promotes leveraging relationships, sharing strategies and highlighting successes among hospital partners.

Through discussion, participants offer their individual thoughts and ideas to raise the bar in clinical outcomes and health care quality.

Looking ahead, it is hoped by 2026, the collaborative will help support at least 75% of IEHP network hospitals achieving a 3-star rating from Centers for Medicare and Medicaid Services (CMS).



## JOURNEY TO EXCELLENCE

With the realization that IEHP and IE hospitals are driving toward common goals of improving quality and access to care for all – but with different areas of focus – the Inland Empire Hospital Alliance (IEHA) was formed on May 4, 2023.

The group provides direction and oversight of IEHP’s Optimal Care Hospital Goals and Strategic Priorities in partnership with the participating hospitals’ strategic objectives.

In many ways, the IEHA serves as a mechanism for supporting communication among the health plan and the hospital partners. The result: Combined efforts toward addressing gaps in health care, social drivers and unresolved barriers to Optimal Care.

Bringing hospital executives of different systems literally to the same table, the IEHA and IEHP can ensure strategies align with what is best for the health of their members and the IE community.

Next steps include the full integration of IEHA members with strategy workgroups so they can provide guidance and support on the mutual journey to excellence. They will be able to provide feedback and knowledge based on their region and size of their hospital system to ensure IEHP’s activities continue to place IEHP members “at the center of our universe.”

Like the collaborative, the IEHA will also strive to achieve a 3-star CMS rating for all IEHP network hospitals.





**WHAT A VIEW:** Taken from the IEHP property vantage point at 9500 Cleveland Ave., formally known as the Dr. Bradley P. Gilbert Learning and Innovation Center, the snow-covered San Gabriel Mountains serve as the picturesque backdrop to IEHP's 399,045-square-foot, two-story corporate headquarters in the heart of Rancho Cucamonga. IEHP moved to its campus-like location – with its 31 acres of total land area – in 2013. Three years later, IEHP acquired the neighboring building on Cleveland Avenue for an additional 241,292 square feet of office space and another 20 acres of land.



**HEALTH PLAN  
ACCREDITATION  
AND RATINGS**

# The pursuit of quality

**IEHP is evaluated** annually by the National Committee for Quality Assurance (NCQA) – considered the gold standard of health plan quality assessment – on key areas including prevention treatment and patient experience measures.

For 2022, IEHP received an overall Health Plan Rating of 3.5 out of 5 based on our performance in 51 measures, all thanks to the efforts of our providers and team members working in collaboration for the 1.6 million members we serve throughout the IE.

To achieve NCQA accreditation, IEHP must demonstrate compliance with rigorous standards in the areas of health plan operations, clinical performance, care delivery and how members rate their experiences. IEHP embraces the challenge of meeting these standards as we strive for continuous improvement and our best performance.

Most health plans in the country participate in this annual evaluation process, and this rating allows us to understand how we are performing compared to other plans nationally.

Our history in this ongoing pursuit of quality is a positive one. In 2000, IEHP became California's first Medi-Cal-only health plan to earn accreditation from the NCQA.

Commercial, Medicare and Medicaid plans receive ratings based on their combined HEDIS®, CAHPS® and NCQA Accreditation standards scores. NCQA scores health plans on the quality of care patients receive, how happy patients are with their care and health plans' efforts to keep improving.



HP  
d Empire Health Plan



**COOKING UP ENGAGEMENT:** *Victorville Community Resource Center (CRC) Supervisor Cristal Enriquez is all smiles because IEHP's food demonstration classes – available for adults and children – remain wildly popular! The free sessions are open to all community members, who are encouraged to arrive early for a spot. Recipes range from basic to a bit more challenging – but always nutritious.*

A stainless steel microwave oven is the central focus, sitting on a white countertop. The microwave has a digital display and control panel on the right side. To the right of the microwave, there are several kitchen items including a bottle of oil, a red container, and other small jars. The background shows wooden upper cabinets and a white tiled backsplash. The overall scene is a kitchen setting.

**MEMBER  
SATISFACTION**





# Member Satisfaction

At IEHP, we strive to do the right thing. “Placing our members at the center of our universe” is how we demonstrate our values. 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.

Although our adult CAHPS survey results show members rate IEHP’s services consistently, we continue 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           | 2020 | 2021 | 2022 | National Percentile |
|---------------------------|------|------|------|---------------------|
| Rating of Health Plan     | 66.2 | 66.7 | 67.0 | 66th                |
| Rating of all Health Care | 63.6 | 57.0 | 55.1 | 33rd                |
| Rating of Personal Doctor | 63.3 | 60.7 | 63.2 | 10th                |

Benchmarks based on NCQA Health Plan Rating Percentiles published 08/2023 unless otherwise noted

■ = 66th - 89th percentile  
■ = 33rd - 65th percentile  
■ = 10th - 32nd percentile



# Doula Support

## Giving women a voice in care

**The birth of** Joan N.'s first baby was anything but the dream she had hoped for; the whole experience was more like a nightmare. But there is a silver lining – when the 29-year-old mother was expecting her second child, those previous birthing challenges led her straight to IEHP's doula program.

### 'WE MADE IT A THING'

The “health plan with a heart” was ahead of the game with a pilot program, initially open to 100 moms-to-be. On Jan. 1, 2023, doula care became a Medi-Cal benefit.

“IEHP has always been focused on maternal health, especially with 17,000-20,000 annual births among our members,” said Nishtha Patel, a special programs manager for IEHP's Health Services. “IEHP was working to bring doulas to our members before it was a ‘thing’ – we made it a thing.”

IEHP conducted market research to learn best practices for positive outcomes in pregnancy, labor/birth and postpartum care, explained Patel.

“Doulas were a common denominator in increased success, especially with African American and Black patients,” she said.

In December 2022, IEHP and Riverside Community Health Foundation (RCHF) hosted a Doula Medi-Cal Provider Transition Training to discuss the provider process with local health plans, including IEHP.

The ongoing partnership with RCHF provides additional expertise and contacts to source and contract with local doulas. From its onset to December 2022, IEHP has helped 600 members receive doula services, increasing positive outcomes for maternal health – including maternal mental health – according to Patel.

“Doulas bring a unique level of support to our members who use them,” Patel said. “Families and our members gain increased accessibility to improved maternal care because doulas help expand the labor and delivery workforce.”

### 'MOST REWARDING EXPERIENCE'

Priya Kalyan-Masih, 39, of Apple Valley, California, calls her work as a doula “the most rewarding experience I did not know I was looking for.”

Helping women play an active part in their birthing experiences drew her to the profession.

“I wanted to empower and educate birthing persons and make them feel that they play an active part in their birthing experience,” said the mother of two. “I also wanted to address fears that moms have heard or have experienced with hospital births and make them feel like they have a voice.”

Meanwhile, Kalyan-Masih and Patel each hope the awareness of this free Medi-Cal benefit and the number of doulas will increase.

“Doulas can also help play a crucial part in maternal mental health – because they spend so much more time with a patient than a provider would be able to do – so more doulas is a good thing,” Patel said.

Joan, who partnered with Kalyan-Masih as her doula, advises expectant moms in the IE to consider this option.

“Just do it – you won't regret it,” she said.



**BREAKING BREAD:** *Gathering for a meal, fellowship and the sharing of feedback makes for a successful combination. The idea for IEHP's monthly Provider Dinners was first presented by IEHP CEO Jarrod McNaughton in 2019, but just as planning was underway, the COVID-19 pandemic hit. So, the gatherings did not start until April 2022, but they continue to offer appreciation to IEHP's contracted providers for their partnership and service. The locations of the events are rotated throughout the IE region to offer convenience and increase the likelihood more physicians can attend.*





# **PROVIDER SATISFACTION**

# Provider Satisfaction

## 99TH PERCENTILE NATIONAL RANKING

For the third year in a row, IEHP scored a 99th percentile national ranking for provider satisfaction with 98.2% of providers sharing they would recommend IEHP to other physician practices.

Administered each year to the health plan's provider network, the annual survey measures provider satisfaction with the services and support received directly from IEHP. The survey included responses from the health plan's primary care physicians, specialists and behavioral health providers.

## IEHP COMPOSITE CATEGORY RESULTS

| Composite                                     | 2020 | 2021 | 2022 | National Percentile ‡ |
|---|------|------|------|-----------------------|
| Overall Satisfaction                          | 96.6 | 96.4 | 93.1 | 99th                  |
| Finance Issues                                | 64.7 | 58.1 | 60.3 | 98th                  |
| Utilization Management and Quality Management | 71.3 | 62.3 | 62.3 | 98th                  |
| Network/Coordination of Care                  | 57.1 | 52.5 | 53.3 | 96th                  |
| Pharmacy                                      | 53.7 | 50.3 | 50.0 | 99th                  |
| Health Plan Call Center Service Staff         | 73.9 | 65.3 | 66.2 | 99th                  |
| Provider Relations                            | 63.0 | 59.5 | 57.5 | 88th                  |

‡Percentiles are based on the 2020 Symphony Performance Health (SPH) Analytics Medicaid book of business national benchmarks comprised of 89 plans representing 15,911 respondents in Primary Care, Specialty Care, and Behavioral Health.

## KEY DRIVERS OF OVERALL PROVIDER SATISFACTION

| Drivers*   | 2022 Summary Rate | National Percentile |
|--|-------------------|---------------------|
| Access to Case/Care Managers from this Health Plan | 63.1              | 94th                |
| Timelines of Claims Processing                     | 66.7              | 99th                |
| Number of Specialists                              | 55.9              | 96th                |

\*Only the top three key drivers are displayed.



# What is a provider quality score?

**Quality scores for** IEHP providers range from 0 up to 4.0. The top score for the 2022 Global Quality P4P was 3.7.

IEHP’s Top 10 providers’ scores in 2022 ranged from 3.1 to 3.7. These ratings are based on reaching established quality goals, known as “Tier Goals” for each quality measure. These goals include categories such as asthma medication ratio, colorectal cancer screening, controlling blood pressure, diabetes care, adult flu vaccine, breast cancer screening, cervical cancer screening, child and adolescent well-care visits, childhood and adolescent immunizations and more – all aimed to keep IEHP members as healthy as possible.

## TOP 10 PROVIDERS

| Provider Name                 | Quality Score |
|-------------------------------|---------------|
| Romeo Jamil Samouh, MD        | <b>3.7</b>    |
| James Juenin Wu, MD           | <b>3.5</b>    |
| David Sungho Ahn, MD          | <b>3.4</b>    |
| Hua Bai, MD                   | <b>3.4</b>    |
| Charmaine E. Earle, MD        | <b>3.3</b>    |
| Maria Nieves Gutierrez-Go, MD | <b>3.3</b>    |
| Aruna Pallapati, MD           | <b>3.3</b>    |
| Steve R. Firme, MD            | <b>3.2</b>    |
| Erica M. Ruiz, MD             | <b>3.1</b>    |
| Irmgard Una Tackie, MD        | <b>3.1</b>    |



# Ready, set, GO! Pediatrician driven to excellence

**As the recipient** of the 2023 IEHP Mission Conference Inspire Award, Maria Gutierrez-Go, MD, exemplifies the power of partnership, passion and an unwavering commitment to ensuring quality health care. She does this through her practice, Valley Children's Medical Center in Indio, California.

## INVESTING IN PARTNERSHIP

Dr. Gutierrez-Go runs a different kind of practice. Empowered by the IEHP Global Quality Pay for Performance (GQP4P) Program, which financially rewards providers for reaching specific quality care measures, such as wellness visits, immunizations, cancer screenings, etc., the longtime pediatrician goes above and beyond for not only her young patients, but also for her employees and the greater Indio community.

Dr. Gutierrez-Go uses the GQP4P quality benchmarks as a guide for her practice. She stays up to date on gap reports, hires more employees than average and dedicates specific staff positions to ensure certain measures are met. For example, she has one employee dedicated to calling patients to schedule, follow-up on and reschedule well-care visits.

Communication is key for any partnership, and that especially rings true with Dr. Gutierrez-Go and her staff. By holding regular meetings, Dr. Gutierrez-Go spends a lot of time talking about specific quality measures, office expectations and checks in on benchmark progress, while celebrating any accomplishments along the way.



The financial incentives from the GQP4P Program help Dr. Gutierrez-Go hire and retain dedicated team members as well. Much of the incentive dollars go directly back to the employees in the form of higher salaries, bonuses, holiday dinners and an annual office trip.

## MISSIONS ALIGNED

Incentives aside, Dr. Gutierrez-Go is driven by her own personal mission: to provide quality health care to children.

“I’m always emphasizing to my team that we don’t get blinded chasing measures and incentives just because we get something out of it,” she said. “Our goal is to establish a good doctor-patient relationship.”

That doctor-patient relationship is everything to Dr. Gutierrez-Go. The trust she builds with her patients turns into lifelong relationships and generations of care. Having started Valley Children’s Medical Center in 1997 (and partnered with IEHP in 1998), Dr. Gutierrez-Go is now seeing past patients’ children.

“I’m so proud to see the majority of my patients still and witness the amazing results of them growing up and contributing to the growth of the community,” she said. “That they are now bringing their children back to the same office is a powerful testimony for us.”

Being able to give continual care to a person was one of the reasons Dr. Gutierrez-Go became a pediatrician.



Receiving the **IEHP Inspire Award** was a big surprise and quite emotional; I am **deeply honored** and thank IEHP for recognizing the efforts and dedication of everyone in my office.

**Maria Gutierrez-Go, MD**  
IEHP Network Pediatrician

## LIFELONG PASSION

Dr. Gutierrez-Go comes from a large family of 15 children where education was a “major belief.” As one of the younger siblings of the bunch, she had three older sisters who became nurses.

“They would come home and talk about their work, the patients and hospital, and I could see the dedication and joy in their eyes. It was inspiring,” she explained.

As the recipient of the 2023 IEHP Mission Conference Inspire Award, Dr. Gutierrez-Go continues to pass that inspiration on to others. And she remains as passionate and driven as ever to continue her work.

“Receiving the IEHP Inspire Award was a big surprise and quite emotional; I am deeply honored and thank IEHP for recognizing the efforts and dedication of everyone in my office,” said Dr. Gutierrez-Go. “It serves as motivation for me to continue striving for excellence and to live up to the expectation that has now been set.”

“I am just grateful that we have a partner like IEHP who is helping us fulfill our mission.” ❤️



**TEAM FUN:** *In-N-Out Burger at work? Yes, please! From left, Provider Services Manager Denise Vargas and Administrative Assistant Regina Janssen are among the team members whose work contributes to the high-quality health care for the 1.6 million members of the top 10 largest Medicaid health plans and the largest not-for-profit Medicare-Medicaid public health plan in the country.*

# TEAM MEMBER ENGAGEMENT





**WALK FOR A CAUSE:** More than 200 IEHP walkers participated in the Susan G. Komen More Than Pink walk for breast cancer on Oct. 8, 2023, in Murrieta, California, raising more than \$10,000. IEHP providers encourage and educate their patients about the importance of mammograms. Early screening saves lives!



# Meet Jose

## Living the sweet life

“Life is like a box of chocolates, you never know what you’re going to get.” –Forrest Gump

**During a stay** at Children’s Hospital in Los Angeles, Jose Solorzano met actor Tom Hanks, the Oscar-winning celebrity famous for that “box of chocolates” movie line.

And yes, Hanks even uttered the well-known quote when visiting Solorzano, who has cerebral palsy, a group of disorders that affect movement and muscle tone or posture. In some ways, Solorzano’s life mirrors that of the fictional Forrest Gump.

“I grew up with (leg) braces and when I got my first pair of braces, that movie ‘Forrest Gump’ came out and his mom in the movie reminded me of my mom,” said Solorzano, a physical accessibility review survey specialist at IEHP. “And I used to be very, very sad ... I wasn’t like the other kids. I would fall or trip; sometimes I would even have to use a wheelchair to move.”

Like the fictional Forrest, Solorzano’s story is filled with hope and inspiration.

In 2006, Solorzano completed his bachelor’s degree in Health and Human Services at California State University, Los Angeles.

In 2020, he was appointed by Gov. Gavin Newsom to the California State Independent Living Council. He also serves on the support team for the Inland Empire Disabilities Collaborative.

And on June 12, 2022, Solorzano was asked to deliver a commencement speech at Loma Linda University (LLU), where he earned a Community Health Worker certification. He was also the first individual with an intellectual developmental disability to graduate from the San Manuel Gateway College/LLU program.

Solorzano knows firsthand the kinds of challenges the disabled population faces. He faced a series of health issues related to his cerebral palsy: learning to walk with leg braces at the age of 3, seizures resulting from epilepsy and negative reactions to medications. Plus, multiple hospital stays and bullying in school.

### A HEART FOR LEARNING

Standing before that captive audience in his cap and gown, Solorzano explained what his new certification meant to him.

“I have the opportunity to do what I love to do and that is to serve people, help people, empower them, show them the right way,” he said.

As for the people who told Solorzano he would never have a so-called “normal life,” well, he gets the last line in that script.

“Growing up, they told me I wasn’t going to be able to have kids or I wasn’t going to get married – and now, I have three beautiful daughters and my wife,” Solorzano said. “Wow – that’s why life is always a box of chocolates ... because you never know what you’re going to get.”

Scan to see a  
video of Jose’s story.



**AN AWARD WITH MERIT:** *IEHP Chief Executive Officer Jarrod McNaughton received Loma Linda University's 2023 Meritorious Service Award. McNaughton - who has served as CEO since 2019 - formally accepted the award during the university's School of Public Health commencement ceremony on June 9, 2023. The Meritorious Service Award is given annually to individuals who align with the university's mission of providing world-class health care and services to patients and their families, especially in underserved communities, through a commitment to excellence.*





**AWARDS AND  
ACHIEVEMENTS**



# Awards and Achievements

## IEHP RANKS #14 FOR BEST WORKPLACES IN HEALTH CARE™

Fortune magazine recognized IEHP in its Best Workplaces in Health Care™ 2023 with a #14 ranking. This marks the third year in a row the company was Certified™ by Great Place To Work®. The prestigious award is based entirely on what current team members say about their experience working at IEHP. This year, 92% of employees said IEHP is a Great Place To Work® – 35% higher than the average U.S. company. Great Place To Work® is the global authority on workplace culture, employee experience and leadership behaviors proven to deliver market-leading revenue, employee retention and increased innovation.

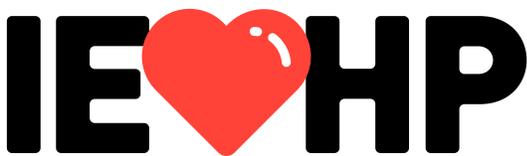


## PEOPLE MAGAZINE 100 COMPANIES THAT CARE®

IEHP was named one of the 100 Companies That Care® by PEOPLE magazine and Great Place To Work®, ranking No. 87 on the national list for 2023 – a first for the managed care health plan, which was included among the likes of Comcast, NBC Universal, Target Corporation and CarMax. The award is given to organizations that “stand out for things like reducing the carbon footprints of their operations, investing in employees’ mental health and giving back to those in need.”

## IEHP JOINS COVERED CALIFORNIA HEALTH CARE EXCHANGE

Covered California officials announced IEHP will be among the list of options available on the state exchange for those seeking coverage in 2024. With four levels of coverage available to consumers, IEHP will offer the lowest cost Silver plan in Region 17. IEHP will be only the second public managed care plan to go into the exchange. It is estimated every year approximately 15,000 to 20,000 of IEHP members in Riverside and San Bernardino counties could lose their Medi-Cal coverage due to an increase in income through the current eligibility renewal process. According to new state guidelines, these individuals will be automatically enrolled into their region’s lowest cost Silver plan.



**Covered**

## IEHP CEO APPOINTED TO STATE BOARD

California Department of Managed Health Care’s (DMHC) Financial Solvency Standards Board (FSSB) appointed IEHP Chief Executive Officer Jarrod McNaughton for a three-year term. McNaughton is the only health plan CEO appointed to the board.

The FSSB oversees managed care plans’ financial solvency which affects the delivery of health care services. They are responsible for developing and recommending requirements and standards in several areas, including – but not limited to – plan operations, plan-provider contractual relationships and provider-affiliate transactions. The board also monitors and reports on “the implementation and results of financial solvency requirements and standards and reviews proposed regulation changes,” according to the DHMC website.



## IEHP RECEIVES 3.5 IN NATIONAL PERFORMANCE RATING

IEHP is evaluated annually by the National Committee for Quality Assurance (NCQA) on key areas of Health Plan Quality, including prevention, treatment and patient experience measures. Most health plans in the country participate in this annual evaluation process; IEHP’s rating indicates its performance as compared to other plans nationally.

For the Measurement Year 2022, IEHP received an overall Health Plan Rating of 3.5 out of 5 based on its performance in 51 measures.



## IEHP RANKS IN 99TH PERCENTILE IN NATION FOR PROVIDER SATISFACTION

IEHP earned a 99th percentile national ranking for provider satisfaction with 98.2% of providers sharing they would recommend IEHP to other physician practices. Administered each year to the health plan’s provider network, the annual survey measures provider satisfaction with the services and support received directly from IEHP. The survey included responses from the health plan’s primary care physicians, specialists and behavioral health providers.



**CARING FOR CRESTLINE:** When record-breaking snowfall in February and March 2023 cut off a California mountain community of 10,000 residents and caved in the roof of the area's only supermarket, IEHP's community partnership team and other IEHP employees went into action, including Yarley Ortiz and Diana Alvarado Paiz – shown here giving food to a grateful Crestline citizen. In collaboration with Food Forward, Hearts & Lives, San Bernardino County Third District Supervisor Dawn Rowe, San Bernardino County Public Health, the Crestline community and IEHP, a free food distribution brought nutritional sustenance. But it also filled souls.



**ENHANCING  
HEALTH CARE  
ACCESS**



**IE HP**  
Inland Empire Health Plan

*Vibrant*

**HEALTH FOR ALL**



# More than a ride

## IEHP SHIFTS TO NEW VEHICLE FLEET, NEW TRANSPORTATION VENDOR

**Imagine you need** to get to an important medical appointment. Now imagine you have no way of getting from Point A to Point B. For many IEHP members, a lack of transportation may prevent them from receiving essential services.

To improve members' experience, IEHP's Transportation Services department added a fleet of newly branded vehicles in June 2023 along with a new vendor partnership with Call the Car, a non-emergency medical transportation company with state-of-the-art navigational tracking, disability access and technology to detect accidents and if a driver needs a break.

Transportation is a covered Medi-Cal benefit, with services available for medical, dental, mental health or substance use disorder appointments, and to pick up prescriptions and medical supplies. Two types of transportation are available: Nonemergency medical transportation – or NEMT – and nonmedical transportation (NMT). NEMT is transportation by ambulance, wheelchair van or little van for those who cannot use public or private transportation, while NMT consists of transportation by private or public vehicle for those with no other way to get to-and-from their appointments.

IEHP's Transportation Services is comprised of 90 team members covering 27,000 square miles in both Riverside and San Bernardino counties. Each year, the team handles 1 million trips!

IEHP Transportation Services Coordinator Daniel Farias calls his work fulfilling and rewarding. "There is always a great feeling when we can help our members get to their medical appointments," he said. Fellow IEHP Transportation Services Coordinator Maria Sanchez agreed.

"Helping our members feels amazing, especially when there are obstacles and we can overcome them," Sanchez said. In response to member dissatisfaction over its transportation services, the department launched a task force in May 2022 to improve member experience.

**Since then, IEHP has:**

- Reduced transportation-related grievances by 48%
- Stabilized its call center to meet service levels
- Implemented robust daily, weekly and monthly reporting methods





# Kazue's Story

**It all started** with a chilly day, a bright red ball and the playful spirit of a little boy.

In its quest to provide quality care and meet the needs of residents living in more rural areas, IEHP hosted a Winter Wonderland event on Dec. 14, 2022, in Trona, California. The large resource fair featured dental services, vaccines and other health information as well as IEHP's regular bi-weekly fresh produce distribution, established after ongoing feedback sessions in the unincorporated San Bernardino County community.

Since the event was so close to the holidays, additional donation items made the trek from IEHP's Rancho Cucamonga-based headquarters: warm winter clothing, promotional items and an assortment of toys and playthings.

## The heart of IEHP's WHY

"Once I visited Trona and saw they were set apart from a lot of the surrounding communities, I saw the need for IEHP services," said IEHP Community Partnerships Manager LuAnna Jauregui. "And so, we thought we would go out and just create a Christmas experience and thought we'd have a little bit of fun with it – bring in fake snow."

In the middle of that High Desert holiday scene – complete with a visit from Santa and Mrs. Claus – Jauregui met a very special boy named "Kazue," which in Japanese means "single blessing."

Yet ever since that serendipitous meeting, the blessings have been numerous.

"I started just by playing and interacting and engaging Kazue, so that his mom could get the goodies that we were offering ..." she said. "And when he started throwing the ball back, it was just fun to play with him – as we connected, we were taking photos of Kazue and that's how the photo of the quality report was taken."

### COVER BOY

In fact, Kazue K.'s image ended up on the cover of IEHP's annual 80-page publication which highlights the organization's various quality measures. The photo – taken by IEHP team member Deanna Hendrick – captured the then 2-year-old all bundled up, holding a bright red ball and smiling directly into the camera. (Later, the engaging photo would also inspire its own social media hashtag, #ThatFace.)

For IEHP, the image of the toddler with the tousled curly hair perfectly fit the theme for the 2023 Quality Report: A HEART FOR OPTIMAL CARE.

But that was only part of the story.

What wasn't known by IEHP team members at the time of the Winter Wonderland event nor during the entire production timeline for the quality report, Kazue came into this world with a heart issue.





“Kazue was born premature,” said his father, Carlos K. “They told us that he had a heart murmur, which means he had quite a few holes in his heart.”

Doctors told Kazue’s parents his condition would require monitoring at least throughout his childhood.

“As he grew, one of them (holes) closed, but we kept following up,” said Kazue’s mother, Monique G.

Since the family had only recently moved to Trona from Northern California, they needed to find the right health insurance that would provide Kazue the best ongoing care. By attending that community event – which was on a whim; the family’s new neighbor told them about it – their choice of health plan was made easy: IEHP.

Kazue’s parents said they found IEHP – known as “the health plan with a heart” – offered a wider selection of doctors for their children. (The couple also has a 1-year-old daughter, Anju.)

Soon, they learned from one of those providers that their son would need heart surgery after all. “The doctor raised a lot of concerns – his heart started getting really big; he needed to have surgery,” Carlos said.

Kazue underwent a heart procedure on April 11, 2023, at Loma Linda Children’s Hospital.

## ‘PART OF THE FAMILY’

Just a few weeks later, to thank Kazue for being such an integral part of the special publication, the IEHP community partnership team put together a collection of the now 3-year-old’s favorite toys while the marketing staff framed a commemorative photo of the 2023 Quality Report cover. All of which were presented in-person to Kazue and his family by IEHP Chief Executive Officer Jarrod McNaughton at another community roundtable meeting in Trona.

“That took us by surprise, especially with the whole IEHP and the heart – that really stood out,” said Carlos about first seeing his “cover boy” featured on the quality report. “He just had heart surgery; they’re taking care of us as if we’re part of the family – that means a lot.”

Much to his parents’ relief, Kazue recovered quickly. His full-speed boyish energy is back, as is a love of matching stylish hats with his dad, cooking dinner with his mom and all things “Paw Patrol” or fire engine-related.

“He’s always so bubbly, happy, cheerful, healthy and doing what any other 3-year-old would be doing,” Monique said. ❤️



Scan to see a  
video of Kazue’s story.



# Our Governing Board's WHY

Scan to learn about the Governing Board.



**Dan Anderson**  
Riverside County  
Public Member

"To partner with the agencies and community organizations to implement best practices and programs that will improve access to health care services, especially in underserved areas, so we can build a healthier legacy for all Inland Empire citizens."

**Andrew Williams**  
Joint County  
Public Member

"To champion the residents of the Inland Empire and ensure every voice is heard, regardless of background, so we can make informed decisions that reflect the needs and aspirations of the amazing people who call this community their home."

**Curt Hagman**  
San Bernardino County  
Elected Representative

"To use state-of-the-art technology and innovative partnerships so every resident can reach their full potential."

**Yxstian Gutierrez**  
Riverside County  
Elected Representative

"To promote transparency, trust and timely communication so every resident feels connected, informed and a part of the decisions that shape our district."



**Eileen Zorn**  
San Bernardino County  
Public Member

"To support the highest prioritization of 'Quality Outcomes' so our members and their families can experience optimal well-being and health and our communities become places that enhance the lives of all who live within the IE."

**Karen Spiegel**  
Riverside County  
Elected Representative

"To collaborate with the organizations and the people whose work focuses on improving the health and well-being of the residents who call the Inland Empire home so we can ensure an even brighter future for this beautiful, diverse community."

**Dawn Rowe**  
San Bernardino County  
Elected Representative

"To serve the community with integrity, communicate effectively and be empathetic to the needs of our residents so we can find solutions that help them attain a better quality of life."

# Our Executive Team's WHY

Scan to learn about the Executive Team.



**Edward Juhn**  
Chief Quality Officer

"To heighten our organizational performance on quality outcomes for our members so we can effectively enhance the journey towards Optimal Care and Vibrant Health for all residents in the Inland Empire."

**Michelle Rai**  
Chief Communications and Marketing Officer

"To inspire and build strong relationships with our members so we can serve as a trusted partner in support of their health journey."

**Vinil Devabhaktuni**  
Chief Information and Digital Officer

"To maintain IEHP's integral connection to our providers and collaborate closely with Information Technology leadership so we can align with our overall strategic plan in support of our members, clinical operations, team members and the community."

**Supriya Sood**  
Chief People Officer

"To advance IEHP's efforts as a high-performing company fueled by a skilled, engaged and diverse workforce so we can further support our Mission, Vision and Values as we seek to contribute positively to life in the Inland Empire."



**Keenan Freeman**  
Chief Financial Officer

"To provide overall financial management for IEHP in support of our mission to heal and inspire the human spirit so we make a positive difference and brighten the future of the extraordinary communities in which we serve."

**Susie White**  
Chief Operating Officer

"To profoundly change lives in the Inland Empire through IEHP's 'health plan with a heart' culture along with our tireless commitment to our members, providers and community so we can heal and inspire the human spirit."

**Jarrold McNaughton**  
Chief Executive Officer

"To stay connected to the individual stories I hear about the difference IEHP has made for a person, family or neighborhood, then answer the call in our lives to listen, do and sometimes even just be with our community so we all remember this work is more than transactional."

**Takashi Wada**  
Chief Medical Officer

"To be courageous, collaborative and creative across all IEHP's health services and external partnerships so we can achieve our vision of optimal health outcomes for our members and a vibrant Inland Empire for generations to come."



**IEHP FOUNDATION BOARD MEMBERS FROM LEFT:** Jarrod McNaughton, Karen Scott, Dr. Geoffrey Leung, Josh Candelaria, Dr. Conrado Bárzaga, Dr. Edward Juhn, Regina Weatherspoon-Bell and Stephen Bennett.

# IEHP Foundation: On a mission to ignite IE health

**The IEHP Foundation** was founded as a separate 501(c)(3) public charity, in July 2021 to ensure all individuals in the Inland Empire have access to Vibrant Health – going beyond traditional health care services and reaching the region’s most vulnerable populations, regardless of Medi-Cal membership.

IEHP Foundation operates independently with a separate board of directors, staff and budget while working collaboratively with the health plan. The Foundation is guided by three Core Drivers to advance Vibrant Health across the region – reducing exposure to root causes of ill health, proactively addressing core needs and ensuring health is equitably experienced across our diverse communities.

The Foundation will announce its funding model in early 2024 to create long-lasting change to transform the region into a beacon of health and opportunity for all who call the Inland Empire home.

## **MISSION:**

We inspire and ignite the health of the Inland Empire.

## **VISION:**

We will not rest until the promise of Vibrant Health exists for all of us.

## **VALUES:**

We foster a sense of belonging.  
We approach our work with humility.  
We are fearless.

Scan to learn about the  
Foundation Board of Directors.



# Inspired for quality

At IEHP, **quality** means focusing on the health care needs of our members and empowering our providers who care for them. It means doing everything we can to ensure Optimal Care is delivered to every member in ways that meet them where they are in their health care journey.

IEHP's quality team is comprised of a group of passionate and talented health care professionals who believe in IEHP's Mission, Vision and Values. We are a team inspired to observe, learn, test and innovate to improve the quality of health care in the IE.

## IEHP QUALITY LEADERSHIP

**Andrea Belli**, Director of Accreditation Programs  
**Debbie Canning**, Director of Healthcare Informatics  
**Jacob Diekmann**, Senior Director of Quality Systems  
**Dulce Fernandez**, Clinical Director of Quality Management  
**Genia Fick**, Vice President of Quality

**Dr. Edward Juhn**, Chief Quality Officer  
**Dr. Christine Nguyen**, Medical Director of Quality Transformation  
**Jeff Pearce**, Director of Innovation and Acceleration  
**Frank Song**, Senior Director of Healthcare Informatics  
**Tara Tokijkla**, Director of Quality Improvement



Scan to learn more about  
IEHP's Quality Performance.



**BACK ROW, FROM LEFT TO RIGHT:** *Jacob Diekmann, Tara Tokijkla, Jeff Pearce, Andrea Belli*  
**FRONT ROW, FROM LEFT TO RIGHT:** *Dr. Christine Nguyen, Debbie Canning, Dr. Edward Juhn, Genia Fick, Frank Song, Dulce Fernandez*



## **A MISSION TO HEAL AND INSPIRE** 2024 IEHP Quality Report

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**A special thanks to the IEHP team  
members and partners who also  
contributed photos and other materials  
to make the 2024 Quality Report possible.**

**COVER PHOTO:** *The radiant energy of 5-year-old Evaleigh C., a patient of Dr. Maria Gutierrez-Go's, embodies our WHY as well as IEHP's ongoing efforts to support pediatric preventive care and regular checkups.*

**COVER PHOTO BY:** *Khoi Nguyen/IEHP*



IEHP's organizational focus is strengthened by our total commitment and dedication in delivering better quality outcomes for the members we serve. It's designed in a way that we can all be part of the 'better together' story.

**Edward Juhn**, MD, MBA, MPH  
Chief Quality Officer



*We heal and inspire the human spirit.*

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