



# A HEART FOR OPTIMAL CARE

INLAND EMPIRE HEALTH PLAN



**2023**  
**Quality Report**



“We aren’t just talking about transforming health care in the region. We are driving the car to an important destination: Optimal Care and Vibrant Health.”

– JARROD MCNAUGHTON, MBA, FACHE  
IEHP CHIEF EXECUTIVE OFFICER

*COVER PHOTO: Kazue Kitai, 2, was among the Trona residents to receive various health resources, services and information about Member benefits available through IEHP and its Partners during the Winter Wonderland event on Dec. 14, 2022.*

*COVER PHOTO BY: Deanna Hendrick/IEHP*

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**BUT WAIT, THERE'S MORE:** As part of IEHP's transparent commitment to providing Vibrant Health and Optimal Care in the Inland Empire, we are honored to share the 2023 Quality Report. To enhance your reading experience, several QR codes are included throughout this report. Most mobile device cameras can easily view these links, which will take you to additional online content, but you can also visit our website: [iehp.org](https://iehp.org) for a digital version of this report.



*FROM THE HEART: With community Partners and a team of volunteers, IEHP met Trona residents in the heart of their rural community to provide fresh produce, dental services, vaccines and other resources - including gifts of toys and warm clothing - at the Winter Wonderland event on Dec. 14, 2022.*

# A heartfelt message from our CEO and CQO



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

At Inland Empire Health Plan (IEHP), our Mission, Vision and Values call on us to serve our community with compassion, innovation and a commitment to quality. After all, we are known as "the health plan with a heart."

To us, a heart for Optimal Care means we work hard every day to do better and be better for those who rely on us to be their advocate and their voice when it comes to getting the quality health and wellness services they need and deserve.

For example, after two years of focusing on how to help our Members survive a pandemic, it was a huge milestone to finally reopen our Community Resource Centers in San Bernardino, Riverside and Victorville. On-site classes, programs and resources were welcomed back with open arms.

Also in 2022, IEHP came up with innovative ways to serve our 47,000 new Members in Blythe, Needles, Trona and the other rural areas that were added to our service area through CalAIM. Many of these new Members - historically forgotten in terms of access to health care services - had gone through some very challenging times and needed other resources as well, such as food and housing assistance. From fresh fruit deliveries to supporting local events, IEHP made sure residents knew we were a part of the community - their community.

This past year, we also placed even greater importance on our relationships with our Partners, especially Providers. Monthly engagement dinners and a significant increase in dollars allocated to our Pay-for-Performance programs were just two examples of IEHP's commitment to connecting, supporting and learning from our Providers.

That's not to say clinical measures took a back seat in 2022. In fact, despite the global pandemic, IEHP was able to maintain its 3.5 overall NCOA Medicaid Health Plan Rating. Specifically, strong performance was noted in medication adherence for patients with diabetes, cardiovascular disease and newly diagnosed depression and timely postpartum care.

But we must do better.

We found opportunities to increase the rate of pediatric preventive care, including ways to offer these services in new places such as pharmacies, schools and mobile units.

As always, this year's quality report is a transparent look into all of our quality performance, providing insights to inspire new creative solutions and meet our Members and Providers where they need us most. Your continued partnership and commitment to ensuring our Members have access to quality health care are appreciated.

We can't do this without you.

Sincerely,

Jarrod McNaughton, MBA, FACHE  
Chief Executive Officer

Edward Juhn, MD, MBA, MPH  
Chief Quality Officer

*HEART HANDS: These "heart hands" belong to Maria N. Gutierrez-Go, MD, a Provider spotlighted in the Partners in Quality feature. Learn more on pages 18-19 about what inspires Dr. Gutierrez-Go as well as some of her Inland Empire colleagues.*

# The Heart of IEHP





# Who We Are

EHP is a top-10 largest Medicaid health plan and the largest not-for-profit Medicare-Medicaid plan in the nation. As the region's first Medi-Cal managed care plan, we currently serve more than 1.6 million residents in Riverside and San Bernardino counties.

For 26 years, we have worked to improve access to quality, affordable health care for vulnerable Inland Empire residents. Our guiding principle is to always put the needs of our Members first. In collaboration with our Providers, our counties and our community Partners, we are committed to improving the delivery of quality health care services for those who need them most.

# Our Mission, Vision and Values

**O**ur Mission is why we exist. It is our ultimate purpose. A powerful mission transcends the past, present and future. It is both timely and timeless. Our Vision is a brief description of our desired, intentionally set future. A great vision harnesses the very best of our talents and capabilities

into a challenging but achievable future. Our Values are prioritized characteristics necessary to achieve our desired vision. Effective values are not an all-inclusive list of great human attributes, but key ingredients needed to reach our preferred future state.



## *Our Mission*

We heal and inspire the human spirit.

## *Our Vision*

We will not rest until our communities enjoy  
Optimal Care and Vibrant Health.

## *Our 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, Partners and each other.

# Our Legacy of Service

**T**wenty-six years ago, IEHP became the region's first Medi-Cal managed care plan. The roots of our beginning sprouted from a revolutionary idea to create a world-class health plan dedicated to mothers and children in the Inland Empire, build an accessible network of health care Providers to deliver high quality care, develop innovative programs that would bring the community together, and promote a team culture that is collaborative and does the right thing.

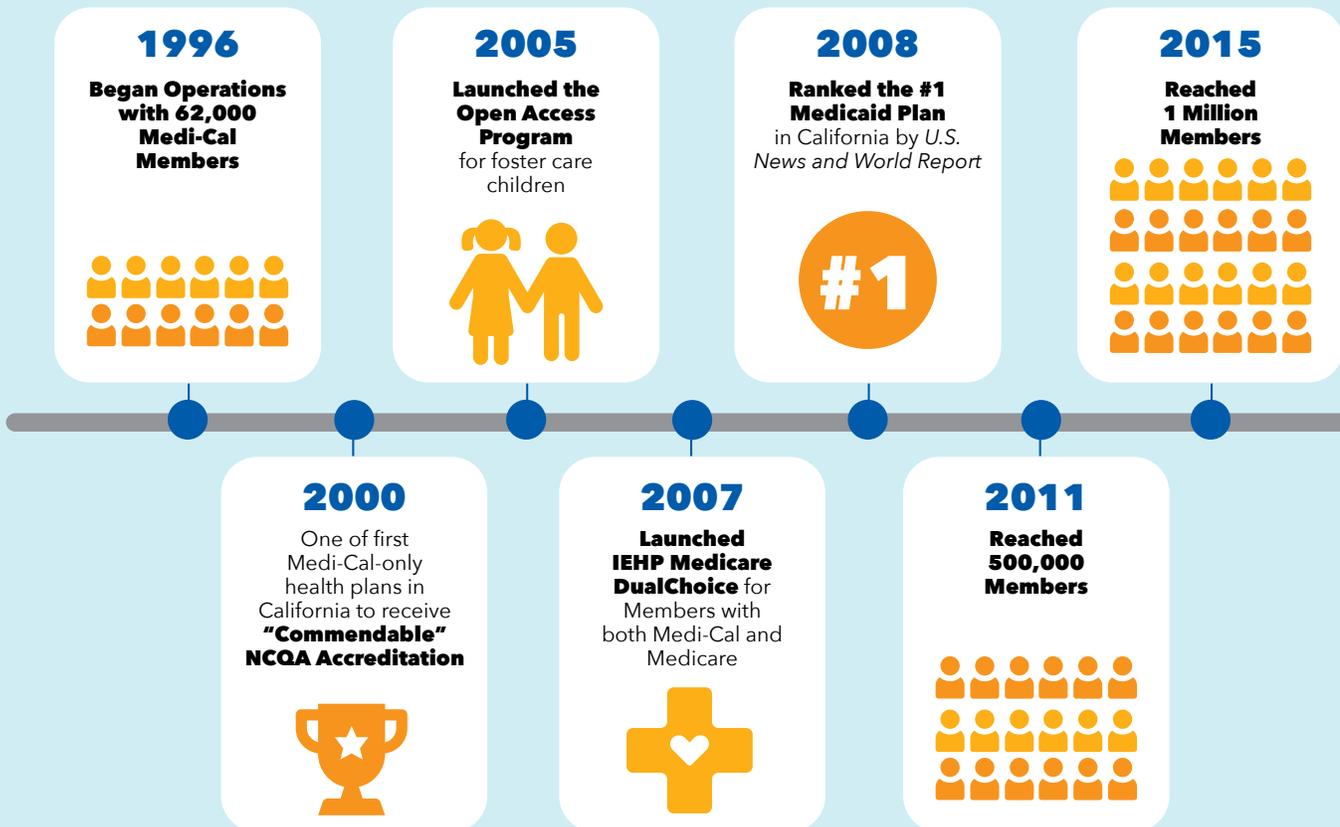
Even back then, everything IEHP did was centered on what was best for our Members. Early initiatives included the launch of the Healthy Families program,

and then Healthy Kids, with services designed and dedicated to caring for those most in need. It is a legacy that continues to this day.

In our first two decades, we grew from 62,000 Members to more than 1.6 million. Our network of Providers has expanded to nearly 6,700 professionals. And our Mission is delivered by more than 3,000 dedicated Team Members.

IEHP has evolved and transformed in so many ways since we first opened our doors. Yet, there is one thing that will never change: our Mission to heal and inspire those we serve.

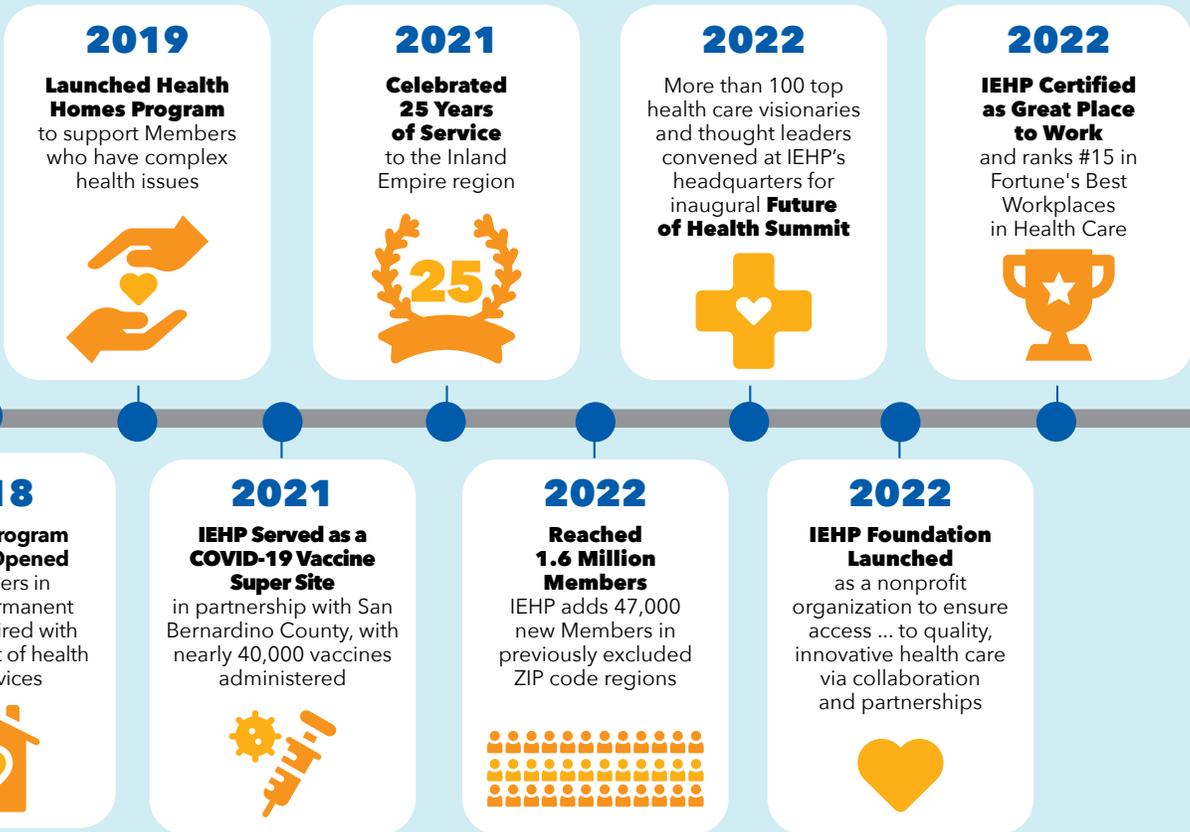
## IEHP at a glance: September 1996 – Present



# A Fresh New Look

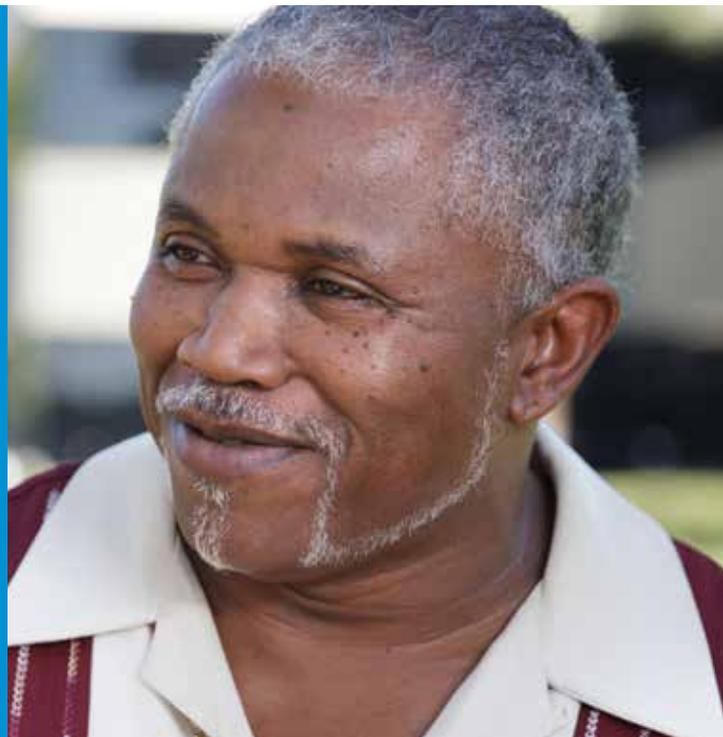
While our Mission remains steadfast, after a quarter of a century, it was time to refresh our look. So IEHP updated our logo and branding elements, just to freshen things up a bit. Some people have called the changes the equivalent of getting a new haircut. We like that comparison and hope you enjoy our new 'do!

We are proud the heart in our IEHP logo remains just where it should be - at the center. After all, our focus on our Members, Providers and Team Members centers on our collective hearts. Together, we're part of the Inland Empire community. So, together, we Live Wholeheartedly.



# Our Members

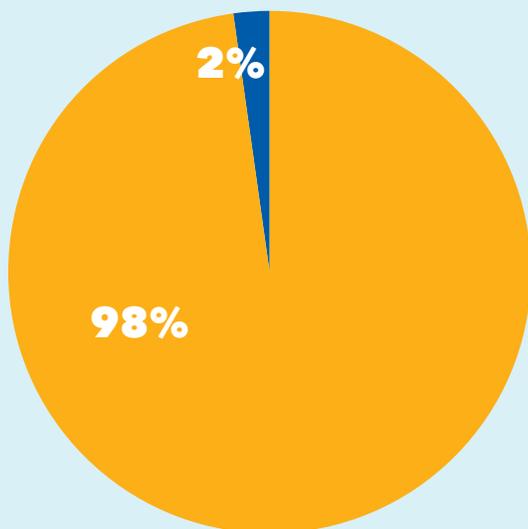
In 2022, IEHP experienced the highest enrollment in its 26-year history with more than 1.6 million Members. As we move forward, IEHP remains wholeheartedly inspired and honored to care for our Inland Empire community.



## IEHP Product and Enrollment Snapshot

### IEHP PRODUCTS\*

IEHP offers two health coverage products:



■ Medi-Cal Managed Care . . . . . 1,583,915  
■ IEHP DualChoice (HMO D-SNP)\*\* . . . . . 31,992

**Total Members 1,615,907**

\*As of 2/2023

\*\*IEHP DualChoice (HMO D-SNP) was formerly the Cal MediConnect Plan

### LANGUAGE\*

#### Medi-Cal



■ 78% prefer English ■ 22% prefer Spanish

#### IEHP DualChoice (HMO D-SNP)

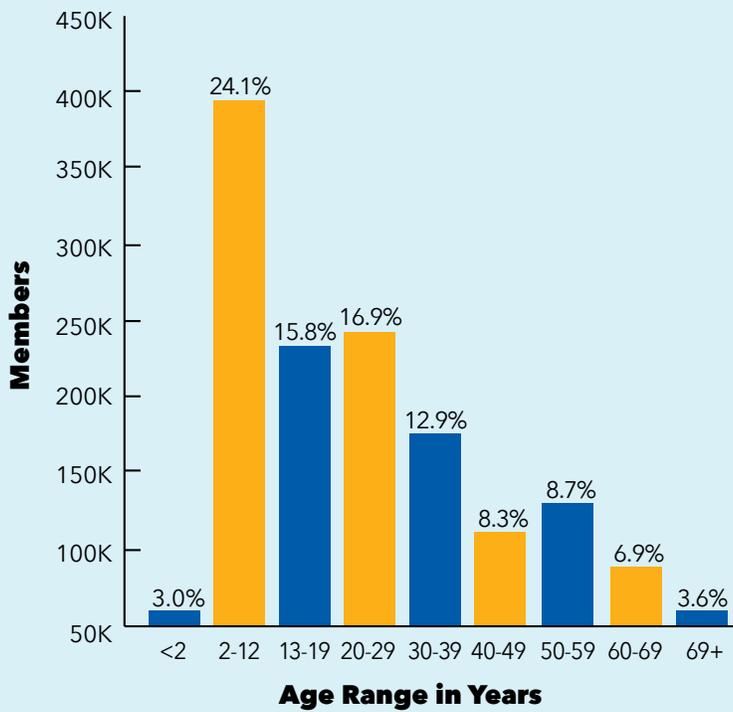


■ 67% prefer English ■ 33% prefer Spanish

\*As of 9/2022

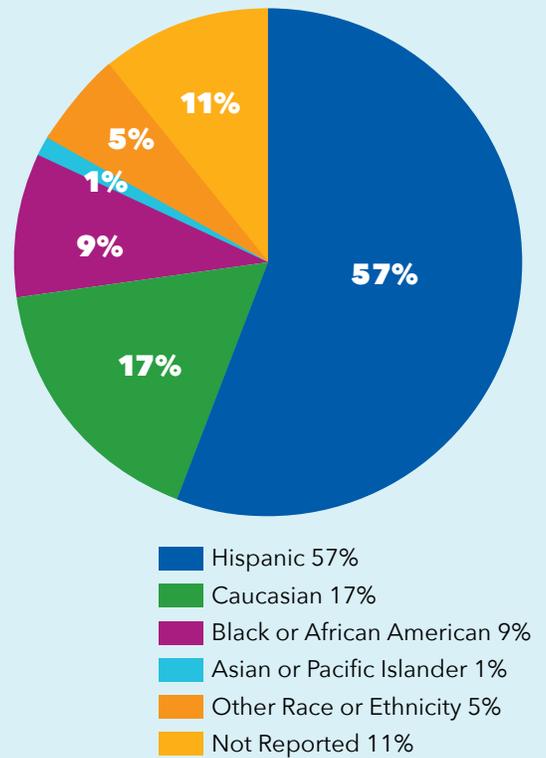


### AGE BREAKDOWN OF IEHP MEMBERSHIP\*



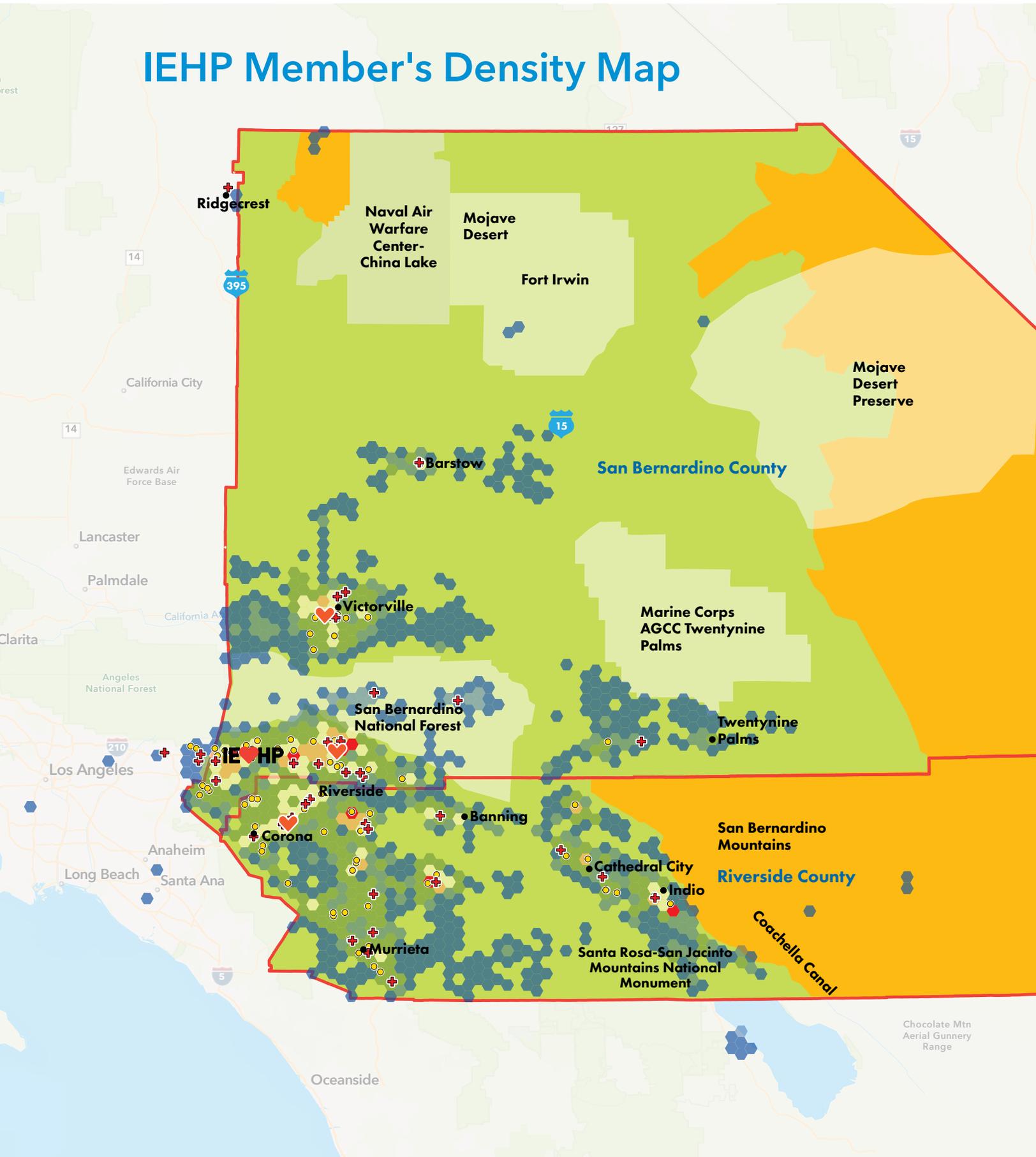
\*As of 9/2022

### IEHP MEMBERSHIP ETHNICITY\*



\*As of 2/2022

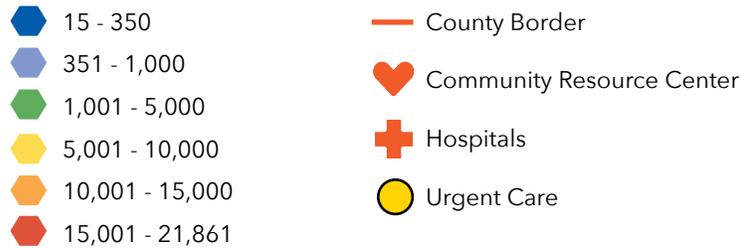
# IEHP Member's Density Map



IEHP Members primarily reside in six core regions: San Bernardino Proper, West San Bernardino, Riverside Proper, Temecula/Corona/Hemet, High Desert and Low Desert. Throughout this region, IEHP has contracted with all available hospitals to ensure IEHP Members have increased access to care across the two counties. IEHP's service area for Medi-Cal Members expanded in 2022 to include ZIP codes in San Bernardino and Riverside counties that, due to remoteness, were previously excluded from IEHP's service area.

This expansion reinforces the continued importance of supporting Members in the Inland Empire.

## Members within 4 Square Miles



## Mapping the way to impactful data

It's been said maps encourage boldness because they unveil a world ready for exploration.

At IEHP, the Geographic Information System (GIS) team boldly explores how the maps they create - and the technology used to make them - can unveil a world of possibilities.

These maps can go beyond "traditional" formats: The GIS team also provides an interactive online version via a web-app. This allows users to control the level of details.

Combining network and Member data with geographic locations and practically up-to-the-minute operational updates, the maps created by GIS informaticists at IEHP help drive decision-making. Of course, always with Members' top-quality outcomes in mind.

Case in point: The map seen here, which shows IEHP's Member density throughout its service areas in San Bernardino and Riverside counties. This view allows IEHP to see where its Members live and where available resources are in relation to them, providing valuable insights into where new support and resources may be needed.

For their ongoing efforts to meld technology with operational insights, IEHP's dynamic GIS duo - Eric Dick and Darren Moser - were spotlighted in Healthcare IT Today, an online publication.

**Scan the QR code to read the full article.**





# Our Providers

IEHP partners with nearly 6,700 health care Providers to coordinate care for our Members. Alongside our growing network of Providers, we are committed to improving health and health care access in the Inland Empire through impactful incentives and strategic support.

## IMPACTFUL INCENTIVES

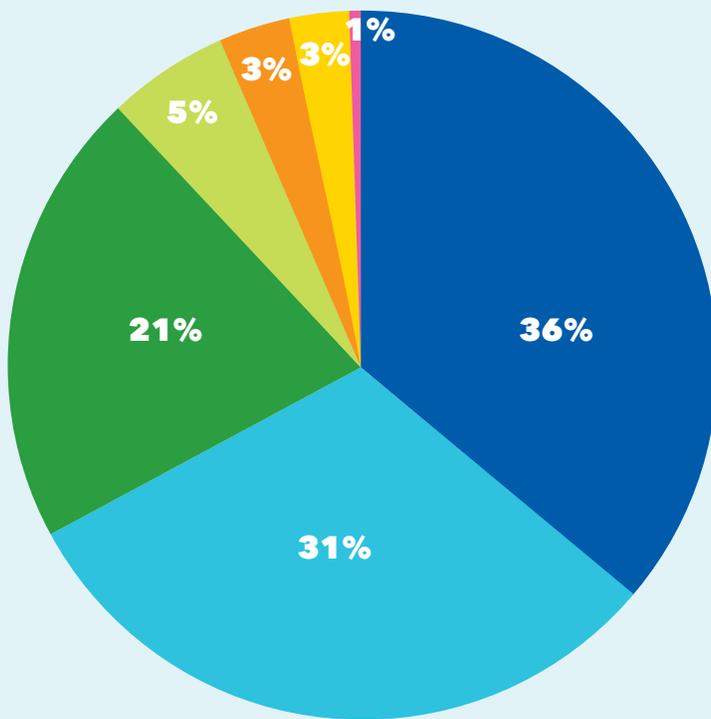
IEHP's Pay for Performance (P4P) programs are designed to reward network Providers who meet goals in key quality improvement measure. The first

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\*



Specialists.....	2,393
BH.....	2,058
Primary Care Providers.....	1,399
Vision.....	353
OB/GYNs.....	227
Urgent Care.....	168
Hospitals.....	35

**Total IEHP Providers 6,661**

\*As of 12/2022

To significantly emphasize IEHP's commitment to this important work, the P4P program has increased its funding to more than \$260 million for 2022.

IEHP currently offers six Provider P4P Programs:

- Global Quality P4P - Primary Care Providers
- Global Quality P4P - Independent Physician Associations
- Hospital P4P Program
- OB 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 \$500 million in incentives to our valued Providers and has seen demonstrated improvement in IEHP Members' health outcomes and health plan measure performance.



# 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 Inland Empire region, from the bustling metro areas to the more remote High Desert 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 - all in the 75th percentile for quality - to share their views about the quality partnerships they form with their patients and IEHP. Their dedication inspires us. We hope you’ll find inspiration in their words as well:



## Joanna Ayala, MD

Family Physician

American Academy of Family Physicians Board Certified  
Murrieta Primary Care Clinic

*Residency: Family Medicine Residency Program in UT-Houston Medical Center (Houston, Texas)*

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

**A:** Through constant communication (via email, phone and text), utilization of telemedicine, reaching out to newly added patients to our roster, a bi-monthly roster review and reviewing IEHP faxes/alerts.

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

**A:** A higher percentage of our patients accept it in a positive way.

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

**A:** Changing lives in positive ways for our patients.

**Q: What brings you joy in your work?**

**A:** Knowing that we are making a difference through the way we are caring for the patients.



## Maria N. Gutierrez-Go, MD

Pediatrician

American Board of Pediatrics Board Certified  
Valley Children's Medical Center

*Residency: Rush-Presbyterian St. Luke's Medical Center  
(Chicago)*

*Christ Hospital and Medical Center (Oakland, Illinois)*

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

**A:** We work as a team that includes doctors, physician assistants, nurse practitioners, medical assistants, system analysts, receptionists and billers. We want to give the best care for our patients and emphasize evidence-based medicine. We believe in health care prevention, especially vaccinations, which can spare children and families from serious illnesses.

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

**A:** IEHP gives us the tools and resources to provide for our patients' needs. We are able to administer the appropriate medications, laboratory studies, imaging and referrals to specialists to help heal our patients.

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

**A:** To continue to serve and to promote good health for our children and young men and women of the Coachella Valley.

**Q: What brings you joy in your work?**

**A:** I have worked as a pediatrician for over 30 years. My greatest joy is to partner with parents to foster good health and values for children, who will grow up to be responsible adults and shape the next generation. Many of my patients have now become wonderful young adults and bring their children to our same pediatric office. This is a testament that we have done something good.



## James J. Wu, MD

Physician

American Board of Pediatrics Board Certified  
SoCal Pediatrics

*Residency: Loyola University (Maywood, Illinois)*

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

**A:** I think consistent follow-up is key and trying to hold everyone accountable. To do so, I do my best to make sure everyone is seen at least yearly, and I ensure that everyone who leaves the office already has a follow-up appointment scheduled.

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

**A:** IEHP has been a great partner and has helped my practice deliver better care. Knowing how to effectively utilize the Provider Portal and having an open dialogue with your service representative can be a great resource.

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

**A:** Continue to offer the best care for my patients as possible!

**Q: What brings you joy in your work?**

**A:** The ability to see my patients grow up from small infants into adolescence is very rewarding.



*LEAN IN: The Lean Annual Conference features presentations created by IEHP Team Members. The event focuses on ways IEHP can improve processes and work. No improvement is considered too big or too small - it's all about providing Optimal Care and Vibrant Health!*



# Our Quality Journey and Performance

# CORE MEASURES

IEHP's efforts to improve our Members' health outcomes include ongoing assessments of key quality measures. When it comes to providing quality health care, these results help 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 more than 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 90 percent of other health plans across the country, IEHP reports our audited HEDIS rates annually. This is an important way for us to stay accountable as we journey toward our Vision of Optimal Care and Vibrant Health.

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



*PARTNERSHIP FOR SAFETY: IEHP Member Leslie K. lost both her legs in a tragic car accident. After her hospital stay, Leslie returned to her Jurupa Valley home, where day-to-day tasks in a wheelchair proved challenging. But thanks to the collaborative partnership with Inland Housing Solutions, CalAIM and IEHP, life-changing accessibility modifications were made to Leslie's house. The program provided the work - which included widening doorways and a bathroom remodel - with no out-of-pocket costs for Leslie. Now she can live more independently in her own home.*

HEDIS® is a registered trademark of the National Committee for Quality Assurance (NCQA).



# PREVENTIVE CARE

Good health starts with good preventive care. From annual check-ups to wellness classes, IEHP understands that even healthy Members need ongoing preventive care. Though the transition from in-person to virtual medical care was an adjustment for both Members and Providers during the COVID-19 pandemic, we recognize and continue to seek opportunities to improve.

For example, in response to our recent performance, IEHP launched a series of targeted outreach campaigns and projects to encourage Members to access preventive health services from their Providers. Part of the education promoted awareness of new ways Members could visit their Providers, including the growing use of telehealth or virtual visits offered by IEHP Providers.

The table below summarizes the percentage of Members who received recommended preventive care services.

Quality Measure	2019	2020	2021	National Percentile
Counseling for Physical Activity for Children/Adolescents	83.7	76.4	80.3	<b>66th‡</b>
Counseling for Nutrition for Children/Adolescents	83.4	77.4	81.5	<b>66th‡</b>
Weight Assessment for Children/Adolescents - BMI percentile	89.5	81.0	84.4	<b>66th</b>
Breast Cancer Screening	65.2	59.8	57.8	<b>66th</b>
Chlamydia Screening in Women	65.0	62.4	65.0	<b>66th</b>
Timely Postpartum Care	77.1	75.2	80.1	<b>66th</b>
Timely Prenatal Care	92.9	89.1	83.9	<b>33rd</b>
Cervical Cancer Screening	70.1	62.0	54.0	<b>10th</b>
Flu Vaccinations for Adults Ages 18-64	44.2	41.0	35.3	<b>10th</b>
Immunizations for Adolescents - Combination 2	39.4	41.1	30.4	<b>10th</b>
Colorectal Cancer Screening	65.2	67.9	59.9	<b>10th</b>
Childhood Immunization Status - Combination 10	31.1	29.2	28.7	<b>10th</b>
Avoidance of Antibiotic Treatment for Acute Bronchitis	42.6	42.5	40.2	<b>&lt;10th</b>

Benchmarks based on NCQA Health Plan Rating Percentiles published 8/2022 unless otherwise noted.

‡Benchmarks based on Quality Compass Benchmarks published 9/2022

■ = 90th percentile or above  
■ = 66th - 89th percentile  
■ = 33rd - 65th percentile  
■ = 10th - 32nd percentile  
■ = Below 10th percentile





# PREVENTIVE CARE:

## Family begins new chapter for healthier living

In the fairy tale “Goldilocks and the Three Bears,” a little girl repeatedly looks for that “just right” situation – at least when it comes to porridge, chairs and beds.

In this story, a mother in Desert Hot Springs, California, diligently searched for “just right” resources, too – but in the form of health education, nutrition and exercise classes.

Because of the partnership of IEHP and First 5 of Riverside County – aimed at connecting people with preventive care resources – another local family is well on their way to starting a new, healthier chapter.

### FINDING THE ‘JUST RIGHT’ FIT

Dioselena R.’s children – Anahi, 13; Hesau, 9; and Daisy, 6 – are all IEHP Members and although generally happy and healthy, they gained some weight during the COVID-19 restrictions and needed more support to eat healthy and exercise regularly.

At first, the family attended a local community center together, but Dioselena was quickly discouraged.

“I didn’t feel comfortable there,” she said, adding the kids also didn’t find the environment interesting or engaging, so they stopped going.

Then the family tried to join a local gym, but the younger siblings weren’t old enough for a membership.

They tried just going outside and being more active together as a family, too, but the desert climate in their community was often a barrier against consistent success.

Thanks to their IEHP Doctor, the children were referred to the First 5 Family Resource Center in Desert Hot Springs, where they would finally receive the kind of support they needed.

Like the fictional Goldilocks, after a few attempts, this family found their “just right” resources – but in real life!

Dioselena and her children completed IEHP’s Health Education department’s “Eat Healthy, Be Active” program, a free four-week class focused on reading food labels, planning meals and making healthier choices overall.

And they began to see progress almost right away.

Encouraged by their results, Dioselena and her children have visited the center regularly since June 2022.

Every Wednesday, Dioselena learns the healthy eating and living habits she now incorporates into her family’s lifestyle. This includes introducing more vegetables into their meals and encouraging each other to be more active every day.

### SPARKING A NEW PATH

Meanwhile, the children never miss their weekly class called “SPARK,” which stands for “**S**ports **P**lay and **A**ctive **R**ecreation for **K**ids.” The evidence-based curriculum is designed for children under 18 and can be modified to include the whole family.

Dioselena gives a lot of credit for the family’s healthy changes to IEHP Health Educator Jackie Loya, who helped enroll the Romero children in SPARK in October 2022.

“Jackie is caring and nice,” Dioselena said. “The kids can’t wait to see her every Wednesday to tell her how they each reached their goals for the week.”

Jackie also teaches other classes offered by IEHP’s Health Education department to help people improve their health, including sharing information on diabetes, hypertension, asthma, perinatal, well-child visits, preventive care,



NEW CHAPTER: From left: Anahi, 13; his mother, Dioselena R.; Daisy, 6; IEHP Health Educator Jackie Loya; and Hesau, 9.

advance care directives and other “living-well themed” workshops.

“Mindset is the key to success in any health class,” Jackie said. “You have to be willing to change habits and do the work.”

## HAPPILY EVER AFTER

And that’s just what the star of this tale did – when other options didn’t work, Dioselena made sure to find the preventive care that was “just right” for her and her young trio.

“Dioselena and her kids have clearly made that commitment to better health, and the results will certainly come with consistency and time,” Jackie said.

For Dioselena, turning to IEHP made all the difference in starting a healthier chapter in her family’s story.

“IEHP is more than just Doctor visits and medicine,” Dioselena said. “It’s about improving your whole family’s health together.”

Now that’s a fairy-tale ending.

IEHP’s Health Education classes are free for anyone in the community, not just IEHP Members. The classes are available virtually and in-person (in both English and Spanish) at IEHP’s three community resource centers and at other community Partners’ locations, like the First 5 Family Resource Center in Desert Hot Springs, California.

**Scan the QR code for classes.**



# 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 as well as balancing medication regimens.

IEHP's quality measures help assess the management of chronic conditions, and our recent performance shows significant improvement in statin therapy treatment of patients with cardiovascular disease and diabetes. Statin therapy medications are prescribed by Providers to help decrease a patient's cholesterol. Our results also show an opportunity to improve in comprehensive diabetes care as well as treatment of patients with asthma medication.

Initiatives are already underway for improvement in these areas. For example, care coordination programs have been 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.

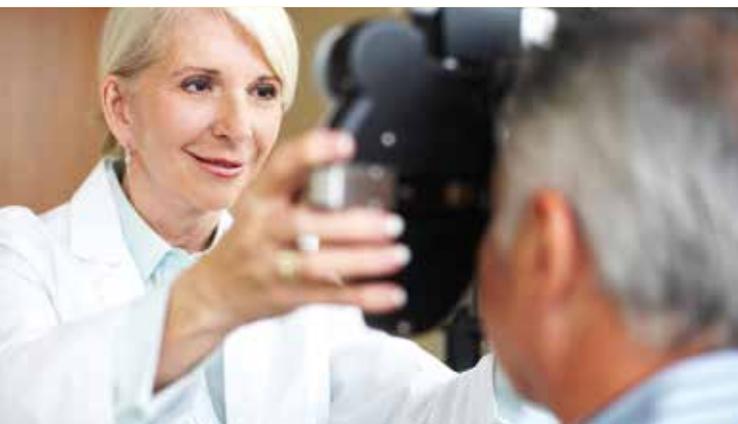
These programs identify IEHP Members with specific health conditions, harness insights from available health care data and evaluate individual outcomes – all with the goal of providing comprehensive, coordinated care for our Members.

The table below summarizes the percentage of Members who received recommended chronic care services.

Quality Measure	2019	2020	2021	National Percentile
Statin Therapy for Patients with Cardiovascular Disease - Statin Adherence	73.4	85.0	85.4	<b>90th</b>
Statin Therapy for Patients with Diabetes - Statin Adherence	68.0	84.2	84.1	<b>90th</b>
Comprehensive Diabetes Care - Eye Exams	60.6	55.0	58.4	<b>66th</b>
Comprehensive Diabetes Care - Blood Pressure Control	61.3	59.6	59.6	<b>33rd</b>
Comprehensive Diabetes Care - HbA1c Control	57.4	49.2	49.9	<b>33rd</b>
Controlling High Blood Pressure	60.6	55.0	60.8	<b>33rd</b>
Asthma Medication Ratio	55.1	57.4	59.1	<b>10th</b>

Benchmarks based on NCOA Health Plan Rating Percentiles published 8/2022 unless otherwise noted.

■ = 90th percentile or above  
■ = 66th - 89th percentile  
■ = 33rd - 65th percentile  
■ = 10th - 32nd percentile



# The vision is clear:

## Partner and coordinate care to prevent loss of eyesight

According to the American Diabetes Association, diabetes is the leading cause of vision loss in people 18 to 64 years old. If symptoms are detected early and treatment is initiated in a timely manner, vision loss related to diabetes can be prevented.

So the vision is clear: IEHP partnering with Vision Providers can make a life-changing difference.

"We take great pride in the role we play on the team and strive to ensure every IEHP Member with diabetes is evaluated every year and every Member who may be at risk of vision loss is identified and receives needed treatment," said Arthur Friedman, OD, an award-winning optometrist in the Inland Empire for more than 25 years.

With cooperation from participating Vision Providers, IEHP takes added steps to ensure Members receive a free diabetic eye exam.

In fact, as an incentive, IEHP even offers a \$25 gift card to Members who complete their annual eye exam.

Once these collaborations are established, the following steps are completed to help Members receive an annual diabetic eye exam:

- Participating Vision Providers receive a list of IEHP Members who are due for an annual diabetic eye exam and reside within the same city/ZIP code as the Vision Provider's office location.
- Vision Providers contact Members from this list to schedule and conduct the eye exam.
- Members who complete the eye exam by the end of the year are eligible to receive a \$25 gift card.

Results from these partnerships to prevent loss of eyesight include:

- In 2021, 35 Vision Providers chose to participate in this initiative, which included 5,000 Members needing eye care exams.
- In 2022, the program expanded to 100 Vision Providers participating with 9,000 Members impacted.

Fortunately, most diabetics are not at immediate risk of vision loss, according to Dr. Friedman, whose optometry offices in San Bernardino and Rancho Cucamonga, California, both specialize in family vision care, from toddlers to geriatrics.

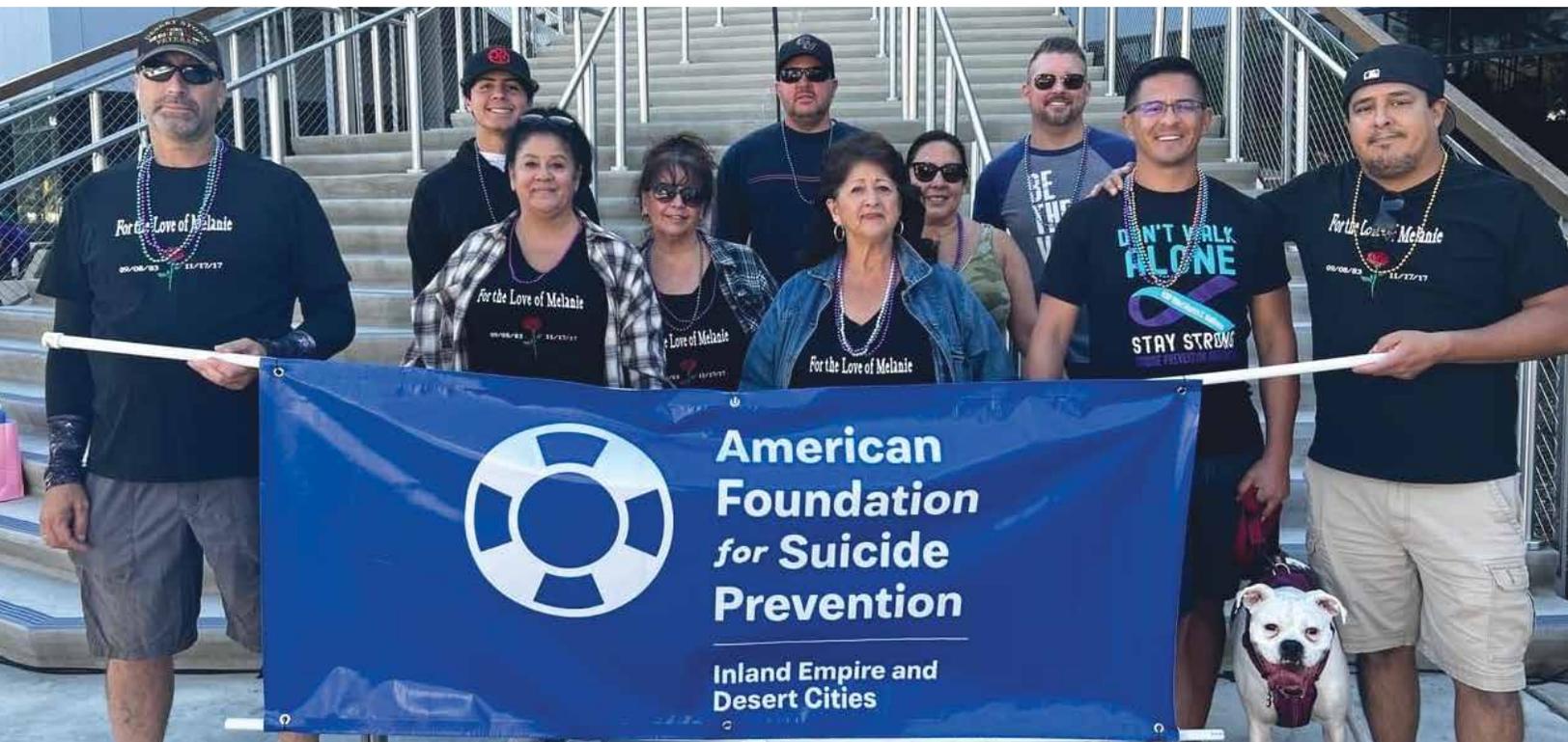


**Arthur Friedman, OD**  
Inland Empire Optometrist

"Even so, some diabetics are at risk," he said. "The more Providers who participate, the more Member encounters, the greater number of at-risk individuals will be identified and the earlier we will identify those Members – early detection greatly increases the chances of a better outcome."

As a bonus, the annual eye exams also offer an opportunity for a Provider to encourage patients to maintain medication schedules as well as diet and exercise programs, Dr. Friedman added.

"The upshot is the more encounters, the fewer people will lose vision and the lower risk of future vision loss," he said.



## OVERVIEW

*LIGHT THE WAY: When the 2022 Out of Darkness Community Walk faced cancellation due to no secured location, IEHP gladly stepped up as the event sponsor and host. On Oct. 29, 2022, more than 500 Inland Empire residents walked along IEHP's Sixth Street campus in support of those affected by suicide.*

# BEHAVIORAL HEALTH

Behavioral health is just as important as physical health because they both affect the whole person. In 2021, IEHP's performance in behavioral health quality metrics demonstrated rate increases in many areas as well as opportunities to improve.

The table below summarizes the percentage of Members who received recommended behavioral health services.

Quality Measure	2019	2020	2021	National Percentile
Antidepressant Medication Management - Continuation Phase	40.0	50.3	69.1	<b>90th</b>
Diabetes Screening for People with Schizophrenia or Bipolar Disorder who are using Antipsychotic Medication	84.8	81.8	83.6	<b>66th</b>
Adherence to Antipsychotic Medications for Individuals with Schizophrenia	63.2	68.6	64.3	<b>33rd</b>
Follow-Up Care for Children Prescribed ADHD Medication - Continuation and Maintenance Phase	44.0	48.3	53.1	<b>33rd</b>

Benchmarks based on NCQA Health Plan Rating Percentiles published 8/2022 unless otherwise noted.

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



# Early intervention:

## Free autism and ADHD screenings make positive impact

**A**mid a national youth behavioral health crisis, IEHP encourages Members to consider assessments and support for their children. This includes evaluations to detect conditions such as autism spectrum disorder (ASD) and attention deficit hyperactivity disorder (ADHD).

IEHP Medi-Cal Members can receive a free autism screening at centers like the Inland Empire Autism Assessment Center of Excellence (IEAACE) or from any IEHP network Provider before the member reaches age 21.

“Rapidly changing environments, like the COVID-19 pandemic and the social isolation tied to it, brought significant disruptions to the lives of our youth,” said IEHP Behavioral Health and Care Management Manager Heather Waters. “Given the circumstances, it’s completely normal for children to need additional support. What’s important is ensuring they receive the right care at the right time.”

Waters highlighted that early treatment and recognition of symptoms, as early as 1 year of age and before a child enters school, can result in better health outcomes. Signs and symptoms vary and can range from obsessive or compulsive behaviors to poor social skills, delayed milestones and more.

### WHAT TO EXPECT AT IEAACE

“Accurate assessment, diagnoses and subsequent treatment are critical to improving the lives of children and their families within the Inland Empire and beyond. The comprehensive diagnostic evaluation process at IEAACE results in more accurate diagnoses and the creation of effective treatment recommendations, which is critical to avoiding missed diagnoses, delays in intervention and misdiagnoses

with inappropriate treatments,” said IEAACE Executive Director Zachary Ginder, MD.

During the initial assessment appointment, caregivers/parents and their children will meet with an evaluation coordinator for interviews and observations. Information gathered during the appointment will be processed and reviewed by the IEAACE transdisciplinary team for next steps and follow up.

“IEAACE looks at the whole child from multiple clinical perspectives to ensure we give the child and their family the greatest opportunity for long-term health and prosperity,” added Dr. Ginder. “With IEHP as our primary managed care partner, children and their families now have greater access to these services, which will ideally result in reducing health disparities within our communities.”

To receive an evaluation or additional services, Members are encouraged to call IEHP Member Services at 1-800-440-4347 and ask for the Behavioral Health department. Members can also learn more about IEAACE by visiting [autismassessment4ie.org](https://autismassessment4ie.org).

What is an autism assessment?

**Scan the QR code to see a video.**





## OVERVIEW

# PATIENT SAFETY

**P**atient safety and quality care cannot exist without one another, and that is just one more reason to focus on our goal of quality care – it directly protects patients from harm.

A patient’s discharge from the hospital is a critical time for recovery, and IEHP has various resources and programs to address Members’ post-hospital care.

*The table below summarizes the percentage of Members who received services that promote safe discharges after a hospital visit.*

Quality Measure	2019	2020	2021	National Percentile
All Cause Readmissions Observed to Expected Ratio (lower is better)	.84	.85	.88	<b>90th</b>
Follow-Up After Hospitalization for Mental Illness - 7 days	27.4	34.5	37.4	<b>66th</b>
Transitions of Care: Patient Engagement after Inpatient Discharge (65+ years)	84.1	87.2	86.7	<b>33rd</b>
Transitions of Care: Medication Reconciliation Post Discharge (65+ years)	47.1	70.9	67.4	<b>33rd</b>
Follow-Up After Emergency Department Visit for Mental Illness - 7 days	40.1	35.4	41.6	<b>33rd</b>

Benchmarks based on NCOA Health Plan Rating Percentiles published 8/2022 unless otherwise noted

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



# The power of connection:

## Outreach improves medication use and safety

Connection is key.

The Healthcare Effectiveness Data and Information Set (HEDIS®) is one of health care's most widely used performance monitoring tools for quality improvement. An important area within the HEDIS measure set is the medication management and adherence domain.

To ensure our IEHP Members have access to – and understand the importance of – medications to help manage their chronic conditions, the pharmacy team at IEHP uses a variety of approaches to coordinate care with Providers and remind Members about their prescriptions.

These actions include Targeted Medication Reviews (TMRs) through Member outreach calls, Provider communications and pharmacy support tools (i.e., 90-day supply, mail order, auto refill, etc.) – all to encourage appropriate use of important chronic care medications and improve overall Member care.

In 2021, the TMR Member telephonic outreach pilot program began. Pharmacists contacted a total of 784 IEHP Members who needed assistance with filling their antidepressants and cholesterol lowering medications (statins). As a result, the following successes were achieved:

### STATIN THERAPY FOR PATIENTS WITH DIABETES

- Medicare Members with diabetes who needed a statin medication, 22% of Members contacted had a statin added.

### STATIN THERAPY FOR PATIENTS WITH CARDIOVASCULAR DISEASE

- Medi-Cal Members with cardiovascular disease who needed a statin medication, 19% of Members



stayed on their medications for more than 80% of the time.

### ANTIDEPRESSANT MEDICATION MANAGEMENT

- Medicare Members taking an antidepressant medication for the first time, 15% of Members had a continuous fill of their antidepressant medication.

In 2022, the team further expanded this program, engaging over 3,000 Members who needed help to ensure effective medication management to support a chronic condition.

The TMR program also includes directed Provider guidance communications for supporting their patients who were not filling needed medications to manage their chronic conditions. These TMRs provide a summary of recommendations to encourage medication adherence as well as a summary of the Member's current progress and goal.

In 2021, over 2,700 TMR communications were sent out to more than 500 Providers to support optimal Members' medication use.

Thanks to making these connections, IEHP is helping Members to effectively manage their chronic conditions.



# Meet Lavinia:

## From heart failure to heartfelt success

Lavinia W. recites the date of Feb. 8, 2021, as if it's her birthday. For the record, it's not - but in many ways, that is when Lavinia's new chance at life started.

It's also the day the IEHP Member went to a hospital Emergency Room (ER), thinking she might die.

"On Feb. 8, 2021, I couldn't breathe because I have congestive heart failure," Lavinia recalled. "And I found out that when I got to the hospital, I only had 2% oxygen left - they didn't think I was going to make it."

Even after her immediate medical issues were addressed and she was sent home, Lavinia experienced bouts of panic and anxiety attacks, compounding her heart issues - so severe, at times, she returned to the ER repeatedly.

"I was going to the hospital ... every other day almost," she said.

Meanwhile, IEHP had identified the need for additional services for Members like Lavinia.

The goal: Provide focused support coordination for patients with congestive heart failure, who often experience frequent ER visits and hospitalizations. Through a pilot program to address congestive heart failure, IEHP started:

- A partnership with Mom's Meals to provide six months of fully-prepared, heart-healthy meals - breakfast, lunch and dinner - delivered directly to Members' homes.
- Collaborations with IEHP's multidisciplinary team of nutritionists, care management representatives and Providers to ensure Members are on track for a healthier life.

- In-home visits by IEHP's health navigator team to deliver a weight scale, review the use of a glucometer and blood pressure cuff, show how/where to track important information from these devices, and answer the Members' questions.

"Getting out into the community is huge - it makes a big change," said IEHP Care Manager Jonathan Lee. "Throughout this process, I've felt that being present in what you're doing (is important), not just doing it to complete tasks - understanding that there is a person on the other side of the phone, on the other side of the computer screen."

Essentially, Jonathan said: "Be there for the Member."

And sometimes, that means providing an emotional sounding board in addition to expert guidance on health-related matters.

"Being able to be that person that they can socialize with, laugh with - even for just, maybe 30 minutes that we were there, it made a whole difference in their life, knowing that they had that support," said IEHP Health Navigator Lucia Reyes.

The support for these IEHP Members continues beyond those in-home visits as well.

"IEHP was calling ... 'Lavinia, what can we do to help you?' ... And that's what helped me, because I realized there were people that cared," said Lavinia, her voice cracking with emotion.

Jonathan called Lavinia for weekly check-ins, receiving inspiring progress reports about following her diet of no salt/no sodium and partnering with her Providers on her road back to health.



“Being able to be that person that they can socialize with, laugh with – even for just, maybe 30 minutes that we were there, it made a whole difference in their life, knowing that they had that support.”

– LUCIA REYES  
IEHP HEALTH NAVIGATOR

Soon enough, Lavinia saw positive results on the scale – a 44-pound weight loss so far.

Today, two years after that fateful Feb. 8, 2021, date, Lavinia feels better and stronger and has learned how to control her weight, crediting the tasty and healthy meals provided to her via IEHP’s collaboration with Mom’s Meals.

“She was progressing very, very positively – quickly,” Jonathan said. “Her symptoms were almost nonexistent anytime I would talk to her. Vital signs stable, everything great. She was awesome.”

For Lavinia, IEHP is the “awesome” one in this story of rebirth.

“IEHP helped me be a better person – because if it wasn’t being part of that program, I don’t think I would be here,” Lavinia said. “They saved my life – thank you. You guys did more than what you know.”

**Scan the QR code  
for a video of Lavinia.**





**Our Path  
for the Future**



CLASE  
DEL  
2022

# Our Strategic Plan

**O**ur Mission, Vision and Values give us clarity of purpose and sets the stage for the important work that needs to be done to best serve our Members, Providers and community.

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

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

## 2030 Vision Commitments

### OPTIMAL CARE

Optimal Care means that our Members and the residents of the Inland Empire are engaged in their care and can trust the following across entities providing care:

- Clinical care quality and outcomes exceed national benchmarks, and our region has created evidence-based best practices that are consistently followed.
- Care is accessible, anticipatory and seamlessly coordinated from prevention through the whole care continuum.
- Care is built on cultural humility and respectful, holistic, human-centered experiences.

By the end of 2030, 100% of our Members are receiving Optimal Care as defined above, and we have greatly influenced care for all who call the Inland Empire home.

### VIBRANT HEALTH

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

- Exposure to the root causes of ill health is significantly reduced (e.g., by addressing harmful environmental, social and behavioral patterns).
- Core needs are identified and increasingly met (e.g., by proactively addressing food, shelter and safety challenges).
- Health is equitably experienced across our diverse communities.

By the end of 2030, a collaborative multi-sector task force has created and implemented a 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 Mission, people, operations, technology 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.

By the end of 2030, we have built a transformational and resilient infrastructure that empowers us to deliver success.

Throughout this quality report, we identify how our quality performance and initiatives support the 2030 Vision Commitments. Look for the following icons to see how each Vision Commitment is connected:



**OPTIMAL  
CARE**



**VIBRANT  
HEALTH**



**ORGANIZATIONAL  
STRENGTH**



# Our Road to Transformation

IEHP continues to advocate for the highest quality of care Quality Ratings and Performance - some of the ways this will be accomplished include:

## Progress Monitoring

- IEHP is actively monitoring progress toward goals in key quality measures throughout the year. This data is used to form Care Gap rosters to share with our Providers and care teams to engage Members in their care.

## Health Care Delivery

- IEHP is actively pursuing growth into new product lines, including moving into a Dual Eligible Special Needs Plans (D-SNPs) product in 2023 and entering Covered California in 2024.
- IEHP is also exploring new business partnerships to better support the Provider network in reaching quality measure goals. Some examples of these supportive collaborations include pilot programs with the Inland Empire Foundation for Medical Care and Loma Linda University Shared Services.

## Data and Analytics

- IEHP's ongoing partnership with Manifest MedEx, a health information organization in the Inland Empire, began in 2022 to work with our Primary Care Provider (PCP) network. These connections will make information sharing easier among these Providers, hospitals and IEHP with a goal to ultimately improve care coordination.





# FUTURE OF HEALTH SUMMIT

## Taking the wheel in transforming care

IEHP's inaugural Future of Health Summit convened more than 150 top health care visionaries and thought leaders at the health plan's headquarters on Oct. 13, 2022, 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 that are impacting the health care environment in the state and region.

IEHP is proud to host events to cultivate innovative collaborations with our fellow health care leaders.

As IEHP Chief Executive Officer Jarrod McNaughton put it:

"We aren't just talking about transforming health care in the region. We are driving the car to an important destination: Optimal Care and Vibrant Health."

Featured speakers included: Author and Health Care Futurist Ian Morrison; California Health & Human Services Agency Secretary Dr. Mark Ghaly; University California Los Angeles Hospital and Clinic System Chief of Health Equity, Diversity and Inclusion Dr. Medell Briggs-Malonson; IEHP Chief Quality Officer Dr. Edward Juhn; President and Founder of MEDIS, LLC, Dr. Michael Barr; and President of HC2 Strategies and Co-Chair of Stakeholder Health Dr. Dora Barilla.



"The idea that this isn't the summit of health care is really key. It's the future of health. Health is more than health care," shared Dr. Ghaly in his talk about California Health & Human Services' vision and efforts. "There is an opportunity to constantly push ourselves and push our Partners to think differently about how public and private partnerships can advance this concept of deep community health. It starts with conversations like this and bringing people together."

McNaughton also said he hoped the day's discussions will lead to real reflection and specific action plans.

"We're very serious about moving this community, in partnership with our Providers, forward and moving the quality needle," McNaughton added. "This kind of work can't happen alone, and we are grateful for the tremendous showing of support and collaboration to ensure Optimal Care and Vibrant Health in our communities for generations to come."



"The idea that this isn't the summit of health care is really key. It's the future of health. Health is more than health care."

– MARK GHALY, MD  
CALIFORNIA HEALTH & HUMAN SERVICES  
AGENCY SECRETARY



From left: California Health & Human Services Agency Secretary Dr. Mark Ghaly; Author and Health Care Futurist Ian Morrison; President and Founder of MEDIS, LLC, Dr. Michael Barr; IEHP Chief Quality Officer Dr. Edward Juhn; University California Los Angeles Hospital and Clinic System Chief of Health Equity, Diversity and Inclusion Dr. Medell Briggs-Malonsen; President of HC2 Strategies and Co-Chair of Stakeholder Health Dr. Dora Barilla; and IEHP Chief Executive Officer Jarrod McNaughton.





# Health Plan Accreditation and Ratings



# Health Plan Accreditation and Ratings

In 2000, IEHP became California's first Medi-Cal-only health plan to earn accreditation from the National Committee for Quality Assurance (NCQA), considered the gold standard of health plan quality assessment. While demonstrating our commitment to ongoing quality improvement, we have been NCQA accredited for more than 20 years.

To achieve NCQA accreditation, IEHP must demonstrate compliance with rigorous standards in the areas of clinical performance, care delivery and Member satisfaction. IEHP embraces the challenge of meeting these standards as we strive for continuous improvement and our best performance.

Commercial, Medicare and Medicaid health 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.

IEHP received an overall 3.5 out of 5 rating in NCQA's Medicaid Health Insurance Plan Ratings for 2022.



"Our work to improve our core measures and to meet accreditation standards pushes us to improve how we best support our Members and Providers, while also aligning to our Mission, Vision and Values."

– GENIA FICK, MA  
IEHP VICE PRESIDENT OF QUALITY

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# Member Satisfaction





## Member Satisfaction

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

Though the results of our adult CAHPS survey show Members have rated the health plan customer service as consistently satisfied since 2018, we continue to seek opportunities for improving Members’ access to care and overall health care experience.

It’s just the right thing to do.

The table below summarizes the percentage of Members who responded favorably to questions related to their health care experience.

### IEHP CAHPS Survey Results

Quality Measure	2019	2020	2021	National Percentile
Rating of Health Plan	66.1	66.2	66.7	<b>66th‡</b>
Rating of All Health Care	56.7	63.6	57.0	<b>33rd</b>
Getting Needed Care	86.0	83.7	78.3	<b>10th</b>
Customer Service	92.9	91.3	87.3	<b>10th‡</b>
Rating of Personal Doctor	70.1	63.3	60.7	<b>&lt;10th</b>

Percentiles are based on NCOA Medicaid Health Plan Ratings national benchmarks published 08/2022, unless otherwise noted

‡Benchmarks based on Quality Compass Benchmarks published 09/2021

- = 90th percentile or above
- = 66th - 89th percentile
- = 33rd - 65th percentile
- = 10th - 32nd percentile
- = Below 10th percentile



# Meet Maria:

## IEHP Member finds health and hope at San Bernardino Community Resource Center

With her children grown and raising families of their own, then losing her beloved husband in 2014, Maria found herself experiencing depression and longing for a purpose in life. Her home was missing the family bustle, boundless energy and joyful sounds from years past.

"I would cry and cry there," said Maria, 92, in Spanish about her modest, but empty, longtime San Bernardino, California, home.

As if an answer to her prayers, IEHP opened their San Bernardino Community Resource Center in 2015 – just steps away from Maria’s too-quiet space.

"Thank God they put this center here," expressed Maria. "I said to myself, 'Oh, they couldn't have put it in a better location. I've got to go, I can go walking, I don't need someone to take me.' It was practically at my front door."

### IEHP'S WHY

So, every day for the last eight years, Maria puts on her workout attire – complete with a spiffy pair of Skechers sneakers – and takes the short stroll from her house to the Community Resource Center, where she's become a "crowd favorite" of sorts.

"Maria is definitely a beautiful example of IEHP's core value of placing our Members at the center of our universe," said Cesar Armendariz, IEHP's senior director of community health.

Fully embracing the center's wide-ranging offerings – all free of charge to anyone in the Inland Empire – Maria has taken a variety of fitness classes including Zumba®, aerobic boxing, Latin dance and yoga. She's also spent time in health education classes, learning about asthma, diabetes and nutrition.

The staff at IEHP's San Bernardino Community Resource Center look to Maria as their inspiration and motivation of their "why." "She fully embodies the reason we provide these services," said

Armendariz. "Knowing we provided connection and heartfelt space for Maria to enjoy her golden years, instead of suffering through them alone in a spiral of isolation, fuels our own purpose. This is what healing and inspiring the human spirit looks like!"

As an added bonus, Maria brings smiles to everyone she encounters, always engaging with IEHP Team Members and fellow community residents.

"Eventually, she was very involved with whoever walked through the door," said IEHP San Bernardino Community Resource Center Team Member Marjorie Chavez. "It's been amazing to see how everyone welcomes Maria and how she embraces everyone who walks through the center."

### PLACE & PURPOSE

To watch Maria stepping, turning and moving to the spicy sounds of the latest Zumba® routine – never missing a beat – you'd never know she's 92.

To witness Maria's current-day, happy interactions with other people at the center, you'd also never know about the sadness that once filled her heart.

For Maria, the emptiness she felt before IEHP entered her life is gone – and so are the tears.

She now knows IEHP's San Bernardino Community Resource Center is the place and the purpose she craved all along.

"My whole life has changed here. I feel renewed," said Maria, then adding an encouraging invitation to other San Bernardino residents. "Come to the center, because there's help here for everyone – for our bodies and our minds."

**Scan the QR code for a video of Maria.**





*MISSION-DRIVEN: IEHP hosted its second annual Mission Conference on May 6, 2022, bringing together health care CEOs, hospital board members and other industry leaders. The event also recognized the first recipients of IEHP's Living the Mission INSPIRE Award, which honors Providers, community organizations and Partners for their commitment to "heal and inspire the human spirit."*



# Provider Satisfaction

# IEHP ranks in 99th percentile with Providers

**P**artnering with Providers is paramount in our quality journey. Ensuring they are well-equipped to provide care to IEHP Members is a priority. After all, a highly engaged Provider network helps foster better quality outcomes.

IEHP conducted a Provider Satisfaction Survey with contracted Primary Care, Specialty Care and Behavioral Health Providers. Results showed the

health plan earned a 96.4% satisfaction score for 2021, placing IEHP in the 99th percentile for Provider Satisfaction nationwide.

A notable 98.1% shared that they would recommend IEHP to other Physicians, and IEHP ranked within the 99th percentile in all categories.



## IEHP Composite Category Results

Composite	2019	2020	2021	National Percentile‡
Overall Satisfaction	93.6	96.6	96.4	99th
Finance Issues	55.6	64.7	58.1	99th
Utilization Management and Quality Management	60.6	71.3	62.3	99th
Network/Coordination of Care	49.4	57.1	52.5	99th
Pharmacy	39.1	53.7	50.3	99th
Health Plan Call Center Service Staff	65.2	73.9	65.3	99th
Provider Relations	58.6	63.0	59.5	99th

‡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*	2021 Summary Rate	National Percentile
Access to Case/Care Managers from this Health Plan	62.6	99th
Timeliness of Claims Processing	60.3	99th
Number of Specialists in the Health Plan's Network	57.0	99th

\* Only the top three key drivers are displayed



# Meet Dr. Oyemade:

## Treating the whole patient

For Olusola Oyemade, MD, it's not uncommon for former pediatric patients - now all grown up - to drop by his office for no medical reason whatsoever.

Sometimes, it's a recent college graduate coming in to say "hi" and to thank "Dr. O," as he's known, for helping them stay on the right track. Other times, Dr. O serves as a tutor for kids still in school.

Dr. O is not just a board-certified pediatrician and nephrology specialist; he is also a devoted mentor who cares about his patients' overall well-being and success in life. In 2013, Dr. O received the Humanitarian Health Care Services award from San Antonio Regional Hospital in Upland, California.

Exemplifying IEHP's Mission, Vision and Values, Dr. O inspires his patients to live healthy lives because he knows Vibrant Health is more than the absence of disease. Rather, it includes every aspect of a person's life.

When a patient walks into his Rancho Cucamonga, California, office, Dr. O not only addresses their physical health, but he also examines emotional, social and even academic health. And he's done this for more than 40 years.

"I want to know as much about [my patients] as possible, how they are doing in school, their social lives, etc." Dr. O explained. "And for those who are having trouble, I try to help them."

In fact, Dr. O has been known to help his young patients with their homework whether it's understanding academic concepts or even social dynamics. He also encourages them to always aim high and chase their dreams.

And if they need a little more discipline in life, Dr. O gives them a no-nonsense perspective on the world.





"I've had luck in a few cases, where a patient changed the course they were on and came back later to express their gratitude," he said. Real care is in the follow-up, and this is where Dr. O and his office staff shine as they aim to provide high-quality, compassionate treatment for all their patients.

They'll follow up with a phone call to see how their patients are doing at home. It's all part of taking a proactive approach to health care instead of a reactive one. And that proactiveness does not stop at the office door.

Dr. O is often invited to speak at local schools to give motivational speeches and lectures. He talks to students about taking life seriously and committing to being the best versions of themselves, to figure out what they want to do in life and pursue it with excellence.

While this holistic approach to health care - focusing on the whole health of an individual, not just the

physical aspects - is becoming a more prevalent practice among caregivers nationwide, Dr. O has used this approach ever since he graduated from University of Edinburgh Medical School in Scotland and came to the United States. He served his fellowship in pediatric nephrology at Georgetown University and holds a master's degree in public health from Johns Hopkins University.

Dr. O joined an HMO group when he first came to the Inland Empire from Los Angeles in 1984 and shortly after, opened his private practice.

"I appreciate the diversity in my practice and am sincerely interested in each person's life," he said.

It's Providers like Dr. O who truly support Vibrant Health and wholeheartedly align with IEHP's Mission to "heal and inspire the human spirit."

That's exactly what Dr. O does - one patient, one student and one homework session at a time.

*DREAM WORK: Fueled by collaborative effort, expertise and a dose of fun, the Talent Acquisition crew at IEHP cultivates and connects diverse, talented and inspired Team Members at "the health plan with a heart." Want to be a part of the dream work and positive impact IEHP makes in the Inland Empire? To learn more, visit: [careers.iehp.org](https://careers.iehp.org).*



# Team Member Engagement





# Great news! IEHP named one of the 2022 Best Workplaces in Health Care™

When you do the right thing just because, well, it's the right thing to do - but then it also gets rewarded?

Now that's great!

IEHP, one of the top 10 largest Medicaid health plans and the largest not-for-profit Medicare-Medicaid plan in the nation, was recognized among the 2022 Best Workplaces in Health Care™. The Great Place to Work® and Fortune magazine designation reaffirms what the company's annual survey revealed: 92% of the employee respondents believe IEHP is a great place to work, a statistic 35% higher than the average U.S. company.

IEHP ranked #15 on the 2022 Best Workplaces in Health Care™ nationwide list!

The Best Workplaces in Health Care award is based on analysis of survey responses from over 161,000 current employees from Great Place to Work® certified companies. Of IEHP's 2,817 employees, 87% completed the survey that covered a variety of workplace quality experiences, including pride in the organization's community impact, belief that their work makes a difference and feeling their work has special meaning. Highlights from the survey of IEHP's employees include:

- 96% feel good about ways the organization contributes to its community
- 95% report having special and unique company benefits

- 94% are proud to tell others their place of employment

"These survey results show that our Team Members are engaged, dedicated and truly care about the work they do every day to serve the most vulnerable in our region," said IEHP Chief Executive Officer Jarrod McNaughton, MBA, FACHE.



Great Place to Work is the only company culture award in America to select winners based on employees' experiences, no matter who they are or what they do. The survey also provides team members the opportunity to give personal feedback regarding what they feel the company can do to improve even further.

"The feedback delivered in these surveys is critical to moving IEHP forward and continuing to uphold our Mission to heal and inspire the human spirit," said McNaughton. "Our Team Members inspire the work we do every day, and their innovative feedback has driven many of the initiatives we've implemented."

The Best Workplaces in Health Care list is highly competitive. Great Place to Work, the global authority on workplace culture, selected the list using rigorous analytics and confidential employee feedback. Companies were only considered if they are a Great Place to Work-Certified™ organization.

"It is our honor to spotlight the Best Workplaces in Health Care," says Michael C. Bush, chief executive officer of Great Place to Work. "Health care heroes have been on the front lines saving lives, and these organizations dug deep to tailor their support to the rapidly changing demands from the pandemic. We applaud their commitment to inclusive, high-trust cultures."

When asked if there was anything unusual or unique about IEHP that makes it a great place to work, Team Members responded with personal insights, highlighting the organization's positive impact.

"IEHP is unique in that they 'walk their talk.' In the 20 years of experience as a nurse, I have never been employed by an organization such as IEHP," shared an IEHP Team Member in the anonymous survey. "They truly care for our community just as much as they care for their employees. It is a blessing to be part of such an amazing organization that exudes its Mission, Vision and Values. I look forward to completing my mission as a nurse at IEHP."

## The Originals: IEHP Team Members for 26 years

The year was 1996.

For some perspective on what life was like when IEHP first opened for business, consider these highlights from that same year:

- "Braveheart" receives five Academy Awards
- Tiger Woods makes his professional PGA Tour debut
- Fox News Channel launches
- President Bill Clinton wins a second term
- Videogame maker Nintendo releases the Nintendo 64

From the beginning days to current day, a group of Team Members - self-proclaimed, "The Originals" - remain valued contributors to IEHP's Mission, Vision and Values, just as they have since 1996.

As IEHP celebrated and reflected on the organization's 26th anniversary in September 2022, The Originals were contacted about their unique place in IEHP's history.

We wholeheartedly thank these IEHP employees for their 26 years of dedicated, engaged service on behalf of our Members, Providers and fellow Team Members and hope you'll check out their "original" stories.

**Scan the QR code to read more.**



University of La Verne

come Home, L



*TOP LEOPARD: IEHP Chief Executive Officer Jarrod McNaughton, MBA, FACHE, earns the Ann and Steve Morgan Leopard of the Year award from the University of La Verne. This honor is considered a "Lifetime Achievement" recognition for an alumnus who has accomplished not only career success, but also positively impacted their community.*



# Awards and Achievements



# 2021-2022 AWARDS AND ACHIEVEMENTS

## IEHP'S CEO NAMED UNIVERSITY'S LEOPARD OF THE YEAR

In 2022, IEHP Chief Executive Officer Jarrod McNaughton, MBA, FACHE earned the Ann and Steve Morgan Leopard of the Year award, University of La Verne's (ULV) most prestigious alumnus recognition.

"We consider this our Lifetime Achievement award, given to an alumnus who not only has achieved extraordinary career success, but maybe more importantly, has also greatly impacted and improved lives in their community," shared University of La Verne President Dr. Devorah Lieberman.

Selected by a committee comprised of leaders from ULV's Alumni Advisory Board, the Office of Alumni Engagement and University Administration, recipients of the award are alumni who demonstrate a deep-seated commitment to their community and support the university with their time, talent and resources.

## IEHP RANKS 99TH PERCENTILE IN PROVIDER SATISFACTION

IEHP received a 96.4% Provider satisfaction score for 2021, placing the health plan in the 99th percentile for Provider satisfaction nationwide.

Administered to the health plan's Provider network annually by phone and through a third-party vendor, the annual survey measures Provider satisfaction with the services and support received directly from IEHP. The survey included responses from Primary Care Physicians, Specialists and Behavioral Health Providers.



## IEHP EARNS INDUSTRY CORE CERTIFICATION FOR DATA SECURITY

IEHP has earned the Council for Affordable Quality Healthcare's (CAQH®) Operating Rules for Information Exchange (CORE®) Eligibility, Claim Status, and Payment & Remittance Certification Seals.

This means IEHP successfully completed an extensive testing process and review of national operating standards, enabling health plans and providers to electronically share large quantities of administrative data quickly and accurately. These rules and guidelines aim to improve the efficiency and improve national health care system costs.





## IEHP LEADERS HONORED WITH LLU 2022 ALUMNUS OF THE YEAR AWARD

IEHP's Vice President of Strategy Thomas Pham and Clinical Director of Community Behavioral Health Amrita Rai were each named 2022 Alumnus of the Year by their respective departments at Loma Linda University (LLU) for their promotion of the vision and purposes of their alma mater along with their contributions to the community.



## IEHP EARNS ANTI-BULLYING AWARD

IEHP received the Riverside Medical Clinic Charitable Foundation's (RMCCF) 2022 HERO Business of the Year Award. RMCCF also recognized IEHP Community Partnerships Manager LuAnna Jauregui with a HERO Award for outstanding cooperation and capturing the spirit of being a true hero.



The HERO Program annual awards recognize organizations and individuals who demonstrate leadership and exceptional efforts in supporting and promoting kindness, empathy and inclusion within the community. For the last four years, IEHP has partnered with the RMCCF and its Anti-Bullying Institute's programs that help children, parents, schools and youth organizations deal with bullying.

## 'HOPE IS ALIVE' PARTNERSHIP VIDEO PSA EARNS 22 HEALTH CARE ADVERTISING AWARDS

"Hope is Alive," a digital media campaign inspired by the partnership between IEHP, SAC Health (SACHS), Loma Linda University Health (LLUH), Ezra Productions and St. Paul African Methodist Episcopal Church (St. Paul AME) in San Bernardino, has earned a total of 22 health care advertising awards for a public service announcement (PSA).

Awards range from Merit, Bronze, Silver, Gold and Best of Show across organizations, including Healthcare AdAwards, Aster Awards, the Association of Marketing and Communication Professionals (Viddy Awards), American Advertising Federation's Inland Empire Chapter and Telly Awards.

Aimed to provide education and resources to the region's Black and Hispanic populations - who have the lowest COVID-19 vaccination rates and the highest virus and hospitalization rates - the partnership began in 2021 as a way for IEHP to reach and inform these community members through a PSA.

**Scan the QR code to see the video.**





*MISSION IN ACTION: In 2022, a total of 47,000 new Members in Blythe, Needles, Trona and other rural communities are added to IEHP via CalAIM. Services for these residents include more than access to health care - IEHP also ensures they receive food and housing assistance to "heal and inspire the human spirit."*

# Enhancing Health and Health Care Access



# EE HPP

land Empire Health Pla



**IEHP Chief Quality Officer Edward Juhn, MD, and Manifest MedEx Chief Executive Officer Erica Galvez co-authored a national article together.**

## **LEADING THE WAY IN DATA SHARING**

Sharing health data among hospitals and Provider networks is key to tackling some of the toughest challenges in health care, including health equity. IEHP has been at the forefront recognizing this strategy.

In fact, IEHP's own chief quality officer co-authored a national article on the subject, which was published



**"It is just the  
right thing to do  
for our communities."**

**– ERICA GALVEZ,  
MANIFEST MEDEX  
CHIEF EXECUTIVE OFFICER**

nationally in the December 2022 issue of American Journal of Managed Care (AJMC).

"It is critical to be better stewards of our data to impactfully serve our community," said IEHP Chief Quality Officer Edward Juhn, MD. "Our goal and focus of leveraging data should be to improve health outcomes."

The article by Dr. Juhn and Manifest MedEx Chief Executive Officer Erica Galvez explains how adding data sharing requirements to the health plan's existing Pay for Performance (P4P) program - which rewards hospitals, Primary Care Providers and independent practice associates for high-quality care - have led to rapid increases in data sharing and improving care and support for the people they serve.

IEHP continues to lead the way in this work on behalf of its Members and the Inland Empire community.

"IEHP has set a standard for high quality care that includes Providers sharing data with each other and with the health plan," said Galvez, whose nonprofit health information organization connects, matches, aggregates and de-duplicates health data across a broad network of health care organizations and multiple electronic medical records that "knit together" patients' health information from various sources. "Few health plans have set this kind of data sharing standard and recognized Providers who achieve it with financial incentives."

In 2020, 67% of targets for data quality and completeness were met by the participating hospitals. The aim is to increase this performance to 90% through timely and actionable feedback reports that Manifest MedEx helps create to hospitals, according to Galvez.

"Better quality data shared through the health data network translates to streamlined inpatient care processes that better support Members," she said. "It is an ambitious but critical mission that has wide ranging, generational impact - and it is just the right thing to do for our communities."

**Scan the QR code to read the full article by Dr. Juhn and Erica Galvez in AJMC.**





# PARTNERS IN QUALITY:

## HQI Cares program builds culture of safety for Inland Empire Medi-Cal hospitals



“HQI Cares training has opened my eyes to how we can create an environment of empathy and a space of healing for the patient, family and staff.”

– YVONNE LYN-SIAGIAN  
ASSISTANT CHIEF NURSING OFFICER  
CORONA REGIONAL MEDICAL CENTER

In the spirit of its Mission, Vision and Values – along with gratitude for the high-quality care provided by its hospital partners – IEHP, BETA Healthcare Group and Hospital Quality Institute (HQI) have partnered to offer IEHP Medi-Cal contracted hospitals a unique incentive program opportunity.

BETA HEART – which stands for “**H**ealing, **E**mpathy, **A**ccountability, **R**esolution, **T**rust” – is a multi-year, HQI Cares program that guides hospitals through the development of a reliable, sustainable and transparent culture of safety with a goal to introduce a holistic approach for reducing harm in health care.

It is part of IEHP’s Hospital Pay For Performance (Hospital P4P) efforts to provide financial rewards for facilities that engage in the program and meet quality performance targets that demonstrate high-quality care to IEHP Members.



IEHP is committed to covering the cost of the program, providing the financial incentive opportunities for the participating Inland Empire hospitals. After all, when it comes to IEHP partnering with hospitals for the mutual goal of increased patient safety, it is just the right thing to do.

The HQI Cares program goals include helping hospitals:

- Develop and implement accountable and reliable evidence-based systems to support the provision of safe care.
- Support and value all members of the health care delivery system.
- Develop empathetic and clinically appropriate processes and communication skills to support the healing of both the patient and clinician after an adverse event.
- Develop mechanisms for early, ethical resolution of harm caused by medical error or inappropriate care.
- Foster trust between clinicians and patients/families.

IEHP takes seriously its support of hospitals' efforts to provide safe care for patients and their families

- in the prevention of, early recognition of and compassionate, skillful response to harm events.

For hospitals who choose to participate in BETA HEART - there are 32, thus far - IEHP will provide incentive dollars as they reach key milestones throughout the 2022 program year.

The program helps accelerate the culture of safety journey for hospitals, according to Yvonne Lyn-Siagian, RN, MSN, CNML, NE-BC, the assistant chief nursing officer at Corona Regional Medical Center.

"The program has also been invaluable to me, personally," she said. "I recently had a chance to apply my new skills in a real-life situation that required not only full transparency with the patient, but also effective peer support for the involved Provider. HQI Cares training has opened my eyes to how we can create an environment of empathy and a space of healing for the patient, family and staff."

As always, this commitment is just part of IEHP's Mission to "heal and inspire the human spirit."



# Our Governing Board



**Dawn Rowe**  
*Chair, San Bernardino County Elected Representative*

San Bernardino County Third District Supervisor Dawn Rowe was appointed to the Board of Supervisors in December 2018. Supervisor Rowe served on the Yucca Valley Town Council from 2010 to 2014.

She represents one of the largest districts in the county, spanning the Mojave Basin to the mountain communities and the city of Barstow to the valley communities. Supervisor Rowe was appointed to the IEHP Governing Board in January 2021.



**Dan Anderson**  
*Riverside County Public Member*

Dan Anderson is a highly motivated executive with more than 35 years of experience working in the nonprofit sector. Mr. Anderson has spent the last 15 years advocating health care access for low-income and uninsured residents. In April 2008, Mr. Anderson was appointed to the IEHP Governing Board and served as the vice chair from January 2018 to December 2020.

Mr. Anderson has addressed the health needs of underserved and uninsured residents in his many lectures and presentations to the community. He is currently the president/CEO of Riverside Community Health Foundation.



**Yxstian Gutierrez**  
*Riverside County Elected Representative*

Yxstian Gutierrez represents the Fifth Supervisorial District in Riverside County. He was first elected to the Moreno Valley City Council in 2013, also serving as a three-term mayor and the city's first directly elected mayor.

Supervisor Gutierrez grew up in Moreno Valley, attending all local public schools. He went on to earn an associate degree from Moreno Valley College, a bachelor's from California Baptist University, a master's in education from American InterContinental University and a doctoral degree in special education from Northcentral University.



**Curt Hagman**  
*San Bernardino County Elected Representative*

Curt Hagman was elected to the San Bernardino County Board of Supervisors in 2014. He served in the California State Assembly from 2008 to 2014 and represented communities in San Bernardino, Orange and Los Angeles counties.

He was appointed to the IEHP Governing Board in January 2015, became vice chair in February 2017, and served three years as chair beginning in January 2018.

Supervisor Hagman has an extensive resume of public service prior to his state office election.



**Karen Spiegel**  
*Riverside County  
Elected Representative*

Karen Spiegel represents the Second Supervisorial District in Riverside County, which includes the unincorporated communities of Coronita, El Cerrito, Home Gardens, Highgrove and the cities of Corona, Eastvale, Jurupa Valley and Norco as well as the western half of the city of Riverside.

She was appointed to the IEHP Governing Board in February 2019, became vice chair in January 2020 and chair in 2021. Supervisor Spiegel began her political career as the elected city treasurer for the city of Corona in 1996. She continued her service in Corona as a council member for 16 years and as mayor for four terms.



**Andrew Williams**  
*Joint County  
Public Member*

Andrew Williams has been a member of the IEHP Governing Board since April 1995. For 20 years, he was a logistics support and communications electronics officer for the U.S. Air Force.

Mr. Williams received a Bachelor of Arts Degree in Mathematics from Morehouse College in 1964 and a Master of Science in Logistics Management, which he earned through the Air Force Institute of Technology in 1970.



**Eileen Zorn**  
*San Bernardino County  
Public Member*

Eileen Zorn spent more than 30 years in health care, focusing on clinical practice, education, operational management, research and quality improvement. She was first appointed to the IEHP Governing Board in January 2003.

Ms. Zorn was appointed vice chair in February 2015 and chair in February 2016. Ms. Zorn has published many health care-related articles and has received many recognitions and awards during her career.

# Our Foundation Board



**Stephen Bennett**  
*Board Chair*

Stephen Bennett is the founder and chair of Caravanserai Project, a nonprofit enterprise developing mission-driven leaders to build sustainable, relevant and future-ready ventures with the purpose of generating systemic change. A lifelong mission-driven leader, Mr. Bennett has spent his entire career affecting systemic change to public policy and perception regarding disability and LGBTQ+.



**Karen Scott**  
*Board Vice Chair*

Karen Scott has served as the executive director of First 5 San Bernardino for nearly 15 years, leading the organization's efforts to promote, support and enhance the health and early development of children, prenatal through age 5. Through coordinated and comprehensive systems of care that strengthen children, families and communities, Ms. Scott works to ensure children are safe, healthy and ready to enter and succeed in school and in life.



**Dr. Conrado Bárzaga**  
*Board Treasurer*

Dr. Conrado Bárzaga is an internationally recognized public health leader with over 20 years' experience tackling public health challenges. Prior to joining Desert Healthcare District & Foundation and guiding it to state accreditation from the California Special Districts Association and the Association of California Healthcare Districts, Dr. Bárzaga served as president and chief executive officer at the Center for Oral Health.



**Josh Candelaria**  
*Board Member*

Josh Candelaria is the principal of Viewpoint Advocacy, a small boutique government affairs firm based in the Inland Empire. Having spent much of his professional career advocating for the region in Sacramento and Washington DC, Mr. Candelaria is deeply vested in the success of the Inland Empire.

**Angelica Baltazar, MSW**

*Foundation President*

After a long career in health and human services - including roles in social work, public health, local government and technology - a new path led Angelica Baltazar to the Inland Empire Health Plan (IEHP) Foundation, a separate 501(c)(3) not-for-profit organization. In many ways, this journey to IEHP is a culmination of her life experiences across various business sectors in both profit and not-for-profit organizations in education, community and faith-based groups.

And now, Ms. Baltazar brings her knowledge in providing technical assistance to local governments and giving specific recommendations for policy and environmental strategies to improve residents' health as she leads the IEHP Foundation. Her work in both the public health and human service industries equip her to collaborate with health and human services administrators, public health organizations, social services and not-for-profit organizations.



**Dr. Edward Juhn**

*Board Member*

Dr. Edward Juhn leads the transformative advancement of IEHP's commitment to providing the highest quality of care for the Inland Empire as chief quality officer. With over 15 years' experience in optimizing the intersection between clinical services, public health and data and technology, Dr. Juhn brings a multi-layered experience of the health care system.



**Dr. Geoffrey Leung**

*Board Member*

Dr. Geoffrey Leung is deeply passionate about community health, clinical excellence, education and population health. Dr. Leung currently serves as the public health officer for Riverside County, the ambulatory medical director for Riverside University Health System and is a health sciences clinical professor of family medicine at the University of California Riverside School of Medicine.



**Jarrod McNaughton, MBA, FACHE**

*Board Member*

Jarrod McNaughton is the chief executive officer of IEHP. As a board member for the IEHP Foundation, he brings his vast experience in health care leadership, including as the former president of Kettering Medical Center and vice president of San Joaquin Community Health/Adventist Health. Mr. McNaughton founded Global Medical Missions - a nonprofit aid organization serving those in need around the world - leading over 25 medical teams to Nepal, Nigeria, Malawi, Honduras and Kenya. He has previously served on numerous boards for health-related and community-focused entities.



**Regina Weatherspoon-Bell**

*Board Secretary*

Regina Weatherspoon-Bell is a businesswoman, non-profit founder/ CEO, creative event and documentary producer, community volunteer and executive director of Victor Valley Domestic Violence Shelter and Outreach. During the past 12 years, Ms. Weatherspoon-Bell has grown Dreamers, Visionaries & Leaders (DVL) Project within the High Desert and Inland Empire by providing cultural enrichment programs and scholarships.

# Our Executive Leadership Team



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

Jarrod McNaughton is the chief executive officer of IEHP. In this role, Mr. McNaughton works collaboratively with the IEHP Governing Board to set the strategic vision and provide executive leadership for one of the 10 largest Medicaid health plans and the largest not-for-profit Medicare-Medicaid Plan in the U.S.

He cultivates IEHP's strong partnership with Providers, hospitals and hundreds of community partners to deliver quality whole-person care to more than 1.6 million Members.



**Vinil Devabhaktuni, MBA**  
*Chief Information Officer*

Vinil Devabhaktuni joined IEHP as chief information officer in October 2021. In this role, Mr. Devabhaktuni provides leadership for the overall information technology architecture, as well as the design, development, implementation and support of IEHP's systems.

His focus includes maintaining the organization's connection to Providers, collaborating closely with IT leadership, and aligning initiatives with IEHP's overall strategic plan.



**Keenan Freeman, MBA**  
*Chief Financial Officer*

Keenan Freeman joined IEHP as chief financial officer in October 2016. In this role, Mr. Freeman is responsible for the overall financial management of IEHP, its financial reporting and transparency, and for multiple plan financial functions, including accounting, purchasing, capitation, cost recovery, risk management and the coordination of fiscal and other operational audits. He also oversees contracting, product system configuration, facilities/property management development and security teams.



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

Dr. Edward Juhn joined IEHP as chief quality officer in June 2021. He is responsible for leading the advancement of IEHP's strategic focus on quality through transformative payment incentives, data driven initiatives, innovative solutions, program connections and strong internal and external partnerships. In this role, Dr. Juhn also ensures the health plan's commitment to providing the highest quality of care.



**Michelle Rai, MS**  
*Chief Communications  
and Marketing Officer*

Michelle Rai joined Inland Empire Health Plan as chief communications and marketing officer in March 2020. She oversees IEHP's communications and marketing programs and guides the development of long-term communication and marketing strategies.

In this role, Ms. Rai oversees the strategic execution of IEHP's branding, advertising, media relations, internal communications, digital and social media initiatives to align with IEHP's Mission, Vision and Values.



**Takashi Wada, MD,  
MPH**  
*Chief Medical Officer*

Dr. Takashi Wada was appointed chief medical officer in August 2021. In this role, Dr. Wada provides clinical strategic leadership for IEHP in partnership with the Chief Quality Officer through collaborative, accountable processes to improve the quality-of-care delivery and drive improved health outcomes for IEHP Members.

He is responsible for the health services division, including utilization management, behavioral health and care management, pharmacy, community health and health education, population health, health services special initiatives and health equity.



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

Susie White joined IEHP in 1998, holding positions of increasing responsibility in the Provider Network sphere and was appointed chief operating officer (COO) in July 2019. As COO, Susie is responsible for IEHP's overall day-to-day operations.

She is highly regarded for her commitment to driving IEHP's team culture, serving the plan's 1.6 million Members and advancing the plan's Provider experience through the implementation of strategic initiatives that support the plan's Mission, Vision and Core Values.



## Our Quality Team

### Front row, left to right:

Medical Director of Quality Transformation Christine Nguyen, MD; Vice President of Quality Genia Fick; Clinical Director of Quality Management Dulce Fernandez; Director of Accreditation Programs Andrea Belli.

### Back row, left to right:

Senior Director of Healthcare Informatics Frank Song; Senior Director of Innovation & Acceleration Jason Worbets; Director of Quality Improvement Tara Tokijkla; Senior Director of Quality Systems Jacob Diekmann; Director of Healthcare Informatics Debbie Canning.

### A Heart for Optimal Care Inland Empire Health Plan 2023 Quality Report

<b>Teresa Adamo</b>	Editor-in-Chief
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***A special thanks to the IEHP Team Members and Partners who also contributed photos and other materials to make the 2023 Quality Report possible!***



“By working collaboratively with our Providers, hospital partners, community organizations and each other, we can tackle the toughest health care challenges in the Inland Empire. Together, we make a positive difference.”

– EDWARD JUHN, MD  
IEHP CHIEF QUALITY OFFICER



*We heal and inspire the human spirit.*



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