



HEALTH PLAN

ACCREDITED



Connections

2025 Annual Quality Report





“

Eventually everything connects - people, ideas, objects. The quality of the connections is the key to quality.

”

– **Charles Eames**

American designer/architect

A message from our CEO and CQO

When it comes to quality, our strategy has always been to put our members first and commit to an unwavering focus on their positive health outcomes.

IEHP serves more than 1.5 million members in Riverside and San Bernardino counties, spanning more than 27,000 square miles - an area larger than 10 states with many remote areas and socio-economic challenges.

This transparent look at our performance in key measures, metrics and quality improvement activities demonstrates how we deliver and provide services our members need and deserve. Much of this work results from efforts to understand and listen to our members and providers. These intentional connections are vital to establish trust and foster improved outcomes.

In 2024, we focused on the positive quality momentum from 2023 by strengthening our member and provider-facing programs, while bolstering our own internal capabilities. Leveraging newer data and insights, we introduced new quality focused incentive programs, outreach campaigns to engage members in their care, and quality best practices among our providers in the form of town hall forums.

We also launched new regional quality model support services in the field and fortified our internal culture through enterprise-wide Quality 101 trainings.

All combined, these efforts helped IEHP receive our first overall rating of 4 out of 5 in the National Committee for Quality Assurance (NCQA) Medicaid Health Plan Rating 2024 for our Medi-Cal line of business. This rating was based on our performance in key areas of prevention and equity, treatment, and patient experience measures.

But this doesn't mean the race is over. We can't slow down or take our accomplishments for granted. We still have work to do and will continue to look for effective ways to move the needle positively for our members.

Thank you for continuing to be our partner in this journey to Optimal Care and Vibrant Health.



A handwritten signature in black ink, appearing to read 'Jarrod McNaughton'.

Jarrod McNaughton, MBA, FACHE
Chief Executive Officer



A handwritten signature in black ink, appearing to read 'Edward Juhn'.

Edward Juhn, MD, MBA, MPH
Chief Quality Officer



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OUR STORY

Who We Are

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

In its 28th year, IEHP supports 1.5 million residents in Riverside and San Bernardino counties who are enrolled in Medi-Cal, IEHP DualChoice (those individuals with both Medi-Cal and Medicare) or IEHP Covered. IEHP has a network of more than 8,900 providers and 4,000 team members.

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

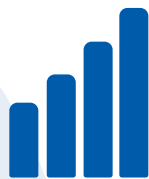
Look for the following icons throughout this report to see how our quality performance and initiatives are connected:



Optimal Care



Vibrant Health



Organizational Strength



Health Equity





OUR HEART: Communication is key! On a mission to heal and inspire, more than 800 IEHP team members typically attend in-person company meetings each month. And another 1,700 employees tune in live online.



MISSION

WE **HEAL & INSPIRE** THE HUMAN SPIRIT

VISION

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

VALUES

WE DO THE RIGHT THING BY:
PLACING OUR **MEMBERS AT THE CENTER** OF OUR UNIVERSE

UNLEASHING OUR **CREATIVITY** AND **COURAGE** TO
IMPROVE HEALTH AND WELL-BEING

BRINGING **FOCUS** AND **ACCOUNTABILITY** TO OUR WORK

NEVER WAVERING IN OUR **COMMITMENT** TO OUR
MEMBERS, PROVIDERS AND **EACH OTHER**

IEHP Achievements

1996

Began operations with 62,000 Medi-Cal members



2000

Received "Commendable" NCQA Accreditation, among the first Medi-Cal only health plans to do so



2005

Launched the Open Access Program for foster care children



2007

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



2008

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



2011

Reached 500,000 members



2015

Reached 1 million members



2018

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



2019

Launched Health Homes Program to support members with complex health issues



2021

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



2021

Celebrated 25 Years of Service to the Inland Empire region



2022

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



2022-2024

Certified as Great Place to Work® and ranked #14 (2024) in Fortune's Best Workplaces in Health Care



2023

Notified of acceptance to the Covered California health plan exchange, as of January 2024



2023

Received NCQA Health Equity Accreditation



2024

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



2024

Earned NCQA 4 out of 5 rating in Medicaid, the highest in IEHP history



2024

Received a 100th percentile national ranking for provider satisfaction



2024

Named one of Best Workplaces for Women™ by Great Place to Work® and Fortune magazine








2024

Earned Achievement of Excellence in Procurement from the National Procurement Institute, Inc.



Data Explanation

Throughout this quality report, you will see a series of data tables. IEHP believes strongly in this transparent reporting of our performance in key measures and metrics. Look for these percentiles accompanying the data reports, which indicate how we compare with other health plans in the nation.

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



Core Measures

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

The data and initiatives shared in this report include results from IEHP's main quality measure set: Healthcare Effectiveness Data and Information Set (HEDIS®). HEDIS® is a standardized measure set of over 90 metrics that assess health plan quality performance across the United States. This measure set is managed and maintained by the National Committee for Quality Assurance (NCQA), IEHP's health plan accreditation agency.

Along with over 90% of health plans across the country, IEHP reports audited HEDIS® rates annually. This measurement set is an important way for us to stay accountable as we journey toward our mission of healing and inspiring the human spirit.

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



Our strategic plan

2030 Vision Commitments

What gives us clarity of purpose and sets the stage for the work that needs to be done to best serve our members, providers and community?

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

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



Optimal Care

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

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

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



Vibrant Health

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

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

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



Organizational Strength

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

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

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

IEHP named Covered California's lowest-cost Silver plan in the IE

For the second year in a row, IEHP will offer consumers the lowest-cost Covered California Silver plan in the IE as well as the lowest rate increase in California.

For those who qualified, IEHP Covered once again provided five levels of coverage: Platinum, Gold, Silver and Bronze, plus a Minimum Coverage plan.

"When IEHP entered the exchange last year, we became only the second public managed care plan available through Covered California – this was a huge turning point for us," said IEHP's Chief Operating Officer Susie White, MBA. "Offering the lowest-cost Silver plan in the region reflects our commitment to creating pathways to a better quality of life for our members."



A health plan
that fits *you*

IEHPCovered.org



IEHP's expansion into the Covered California exchange provides consumers with more options to select the best health plan for their individual and family needs.

For 2025, Covered California added enhanced benefit options for consumers based on their selection, including:

- Zero deductibles and lower out-of-pocket costs
- Reduction in generic drug costs
- Lower copays for primary, emergency and specialty care visits

Covered California is the only place Californians can go to receive financial help to make their coverage more affordable. Nearly 90 percent of Covered California's enrollees receive financial help, with many paying \$10 or less per month for coverage.

"During last year's open enrollment season, IEHP was the number one health plan for new enrollments in Region 17, exceeding our

expectations," said Wayne Guzman, IEHP's director of sales and outreach. "For the upcoming year, we will continue our outreach efforts to help those seeking affordable, quality coverage within the communities we serve."

Connecting IE residents with the health coverage they need and deserve remains a focus for IEHP.

"I am so very proud of our team continuing our commitment to our community by providing high-quality, low-cost care to our residents," said Jarrod McNaughton, MBA, FACHE, IEHP's CEO.

In addition, IEHP Covered plans will be available to Deferred Action for Childhood Arrivals (DACA) recipients for the first time in 2025. Covered California estimates nearly 40,000 DACA recipients residing in the state will be newly eligible for coverage.



BIG MOMENT: The signing of IEHP's very first broker partnership agreement with one of Covered California's largest enrollers, George Balteria, left, with IEHP's CEO Jarrod McNaughton.

“

This landmark event officially launched a new chapter in our organization's history and represents an important partnership in the insurance broker community as we continue to move toward achieving our vision of Optimal Care and Vibrant Health for our community.

– Jarrod McNaughton, IEHP's CEO

”





FOR THE IE: On behalf of our members and the Inland Empire community at large, IEHP representatives regularly visit the State Capitol in person and advocate for the services and resources that best meet the needs of our area.



The impact of IEHP Government Affairs

Spanning across San Bernardino and Riverside counties, the Inland Empire is a vibrant and rapidly growing region, home to more than 4.6 million residents, and represented by more than 80 elected local, state and federal officials.

A centralized and strategic government affairs advocacy approach is a critical component in IEHP's mission to best serve our members and providers. When we proactively engage with our legislators, we can work together to improve access to quality and equitable health care in our region.

IEHP is committed to build and maintain relationships with our state leaders in Sacramento – choosing to visit the State Capitol in person and ensure our region's specific needs are addressed. The government affairs team also fosters long-standing, positive relationships with the Inland Empire Legislative Delegation, which is made up of various elected officials who represent all or parts of Riverside and San Bernardino counties.

IEHP welcomes and seeks opportunities to connect and exchange information throughout the year. Our government affairs efforts promote ongoing communication about top priorities our members face in matters of:

- Health
- Housing
- Other support services

Through partnerships with our elected and regulatory leaders, our comprehensive government affairs advocacy program also advances the IEHP Governing Board's legislation and regulatory policy direction.

This strategic advocacy drives the change needed to help IEHP meet federal and state requirements to incentivize increased quality and access to care.







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OUR MEMBERS

Member Experience

At IEHP, we strive to do the right thing. 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 third-party survey asks members about their experience with the health plan, providers and access to care.

Although our adult CAHPS survey results show members rate IEHP's customer service consistently, we continue to seek opportunities to improve members' access to care and their overall health care experience. The table below summarizes the percentage of members who responded favorably to questions related to their health care experience.

Quality Measure	2021	2022	2023	National Percentile
Rating of Health Plan	66.7	67.0	71.4	90th
Customer Service	87.3	NA*	92.3	90th
Rating of all Health Care	57.0	55.1	60.6	66th
Getting Needed Care	78.2	NA*	81.8	33rd
Rating of Personal Doctor	60.7	63.2	69.5	33rd

Benchmarks based on Quality Compass Percentiles published 9/2024.

*NA denotes measure did not meet minimum number of responses required to calculate a rate (n<100).

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



Our Members

IEHP serves 1.5 million members located throughout the IE. Whether an IEHP member lives in a larger metropolitan area or a rural community, the commitment is the same: quality care and services delivered in innovative ways. We do this by "placing our members at the center of our universe," just as we have for the last 28 years. And when it comes to ensuring our members engage in their care, we focus our efforts on direct actions such as:

- Organization of Community Health Events
- School Based Care Partnerships
- Direct Appointment Scheduling
- Adult/Adolescent/Child Preventive Care Outreach Campaigns
- Childhood Immunization Incentive Programs
- Supporting Physician Standing Orders



Larger than
10 states! →

What is the Inland Empire?

The Inland Empire, or the IE, is a combination of metropolitan and inland areas, adjacent to coastal Southern California and bordering Kern, Los Angeles and Orange counties to the west; San Diego and Imperial counties to the south; and Inyo County to the north.

Most of the area's population centers on the urban cities of Riverside and San Bernardino, but the IE expands into desert, mountain and rural communities in the Coachella and Victor valleys, the San Geronio Pass and the San Bernardino Mountains from the Santa Ana River.

At 27,000 square miles, the combined geographical land area of the IE is larger than 10 U.S. states - Connecticut, Delaware, Hawaii, Maryland, Massachusetts, New Hampshire, New Jersey, Rhode Island, Vermont and West Virginia.

A map of California is shown in a light green color. Two counties in the southeastern part of the state are highlighted in a darker green: San Bernardino County and Riverside County. The text 'San Bernardino County' and 'Riverside County' is written in white inside these highlighted areas. The background of the slide features a stylized topographic map with light green contour lines and a dashed line representing a major road or boundary.

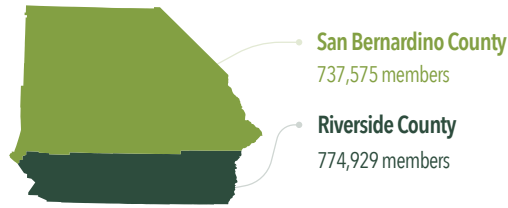
IEHP's impact in the IE

- Founded in 1996
- Serves 1.5 million members
- One of the Top 10 largest Medicaid health plans in the country
- Largest not-for-profit Medicare-Medicaid public health plan in the country
- Over 8,900 providers
- 4,000 team members
- 855 clinics
- 36 hospital partners
- 3 Community Wellness Centers: Riverside, San Bernardino and Victorville

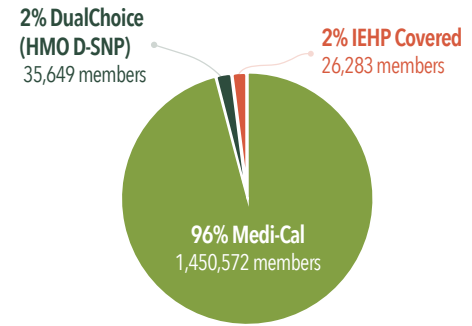
IEHP Members



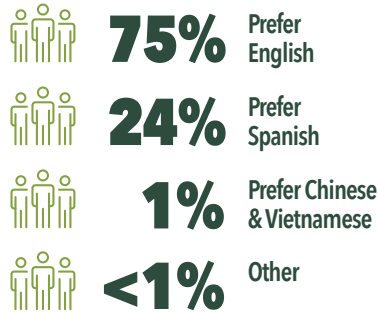
Inland Empire Counties



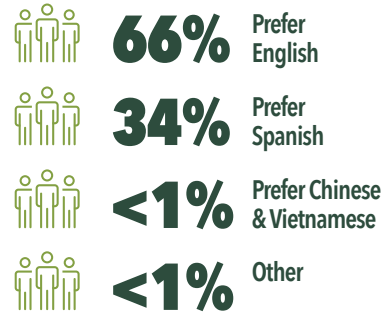
IEHP Products



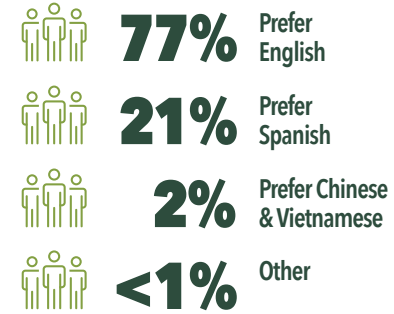
Medi-Cal



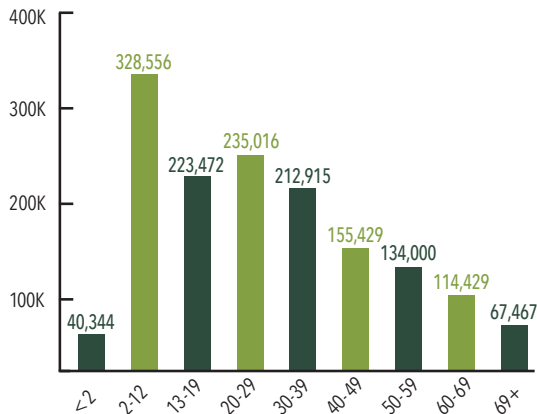
IEHP DualChoice (HMO D-SNP)



IEHP Covered

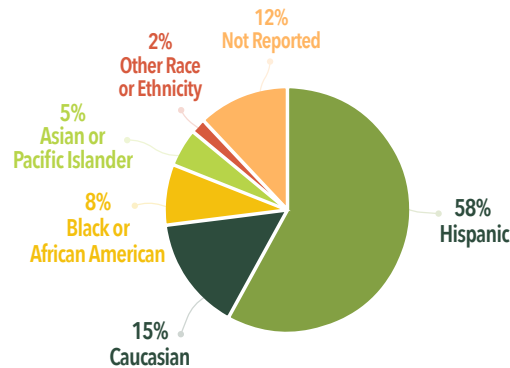


Age Breakdown of IEHP Membership

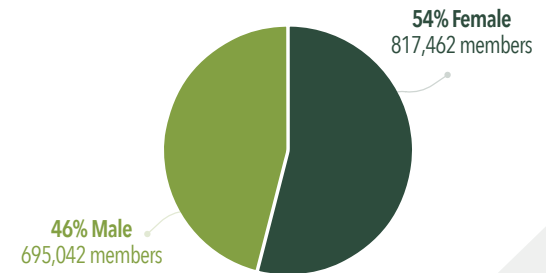


IEHP Member Ethnicity

Source: EDW Data Warehouse



IEHP Member Gender



'Keep Carl Alive'

IEHP member fights for future

In 2013, the normally active, happy and smiling Carl D. became tired. All the time.

Diagnosed with diabetes, Carl took steps to manage the chronic disease. But a year later, something was still wrong. Blood tests confirmed it. Carl had Stage 4 chronic lymphocytic leukemia. Cancer.

Carl was hospitalized right away, where he stayed for six months. After getting an infection, he spent four and a half months at Loma Linda University Medical Center (LLUMC).

"I was terrified," said Carl, who owns a marketing business in San Bernardino. "So, I prayed. God told me I was going to be alright."

Carl experienced many ups and downs during his intense treatment, including a medically induced coma. With his immune system so weak, visitors were required to "gown up" with personal protective equipment (PPE) so Carl

wouldn't get any sicker.

Carl's children rarely left their dad's side. His daughters, Shiane and Shalia even did their homework while sitting on his hospital bed. At just 20 and 13 during that time, neither young woman was ready for marriage. But their father still worried about the future and thought, "I want to live so I can be in my kids' lives. Who's going to walk my daughters down the aisle?"

And that became a huge goal for Carl's recovery: To be there for his children's futures.

Sadly, while still in the hospital, Carl's adult son, Allen was killed." I never felt so much pain in my life," said Carl, who left the hospital for one day to attend the funeral; then back to his treatment.

With a team from LLUMC, Albert Arteaga, MD, at LaSalle Medical Associates, and support from IEHP, Carl eventually recovered. During his doctors' visits, he would ask for one focus: "Keep Carl Alive."

Carl D.



Carl - who turned 65 in July 2024 and happily chose IEHP DualChoice as his health insurance plan - says he feels IEHP truly cares about him. "Whenever I call, they always take care of me."

Things came full circle in November 2023, when Carl's hospital wish came true.

"I got to walk my younger daughter down the aisle and give her away," Carl said. "Because my doctors and IEHP took care of everything I needed to get well. Everything."



Scan to see a video about Carl's story







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OUR PROVIDERS

MAKING CONNECTIONS: Phillip Chong, MD, of West Point Medical Group Pediatrics is one of more than 8,900 IEHP providers. As a parent himself, Dr. Chong recognizes the challenges parents face in supporting their children's health. He builds trust with his patients and offers same-day or next-day appointments whenever possible.



Our Providers

IEHP partners with more than 8,900 health care providers to coordinate care for our members. Alongside our growing network of providers, we are committed to improving health and health care access in the Inland Empire through impactful incentives and strategic support.

IMPACTFUL INCENTIVES

To significantly emphasize IEHP's commitment to this important work, the Pay for Performance (P4P) program paid another \$218 million for program year 2024.

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

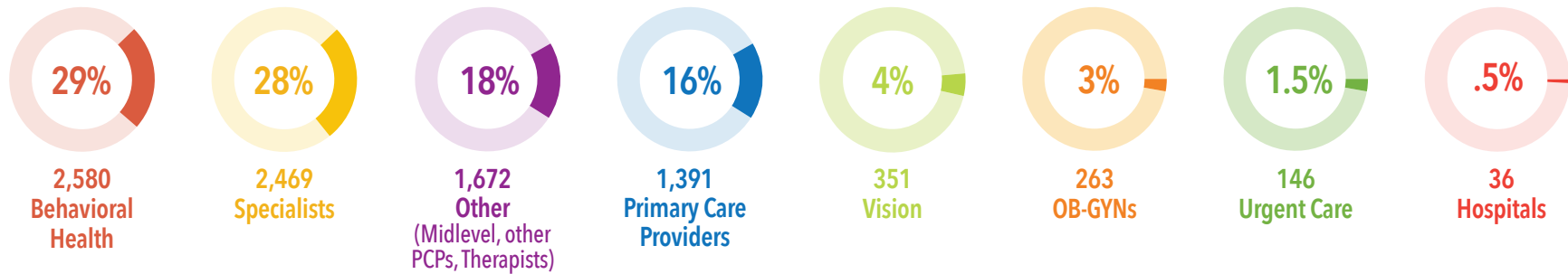
The dollar incentives are given to providers who show year-over-year improvement and achieve top-tier quality performance levels in key quality performance measures across multiple domains of care, including preventive and chronic care.

IEHP currently offers **eight P4P programs:**

- Global Quality P4P PCP
- OB P4P
- Hospital P4P
- Topical Fluoride for Children & Adolescents Incentive Program
- Global Quality P4P IPA
- Urgent Care + Wellness Quality Incentive Program
- IEHP Direct Stars Incentive Program
- DSNP Model of Care Program

Since the inception of the P4P program, IEHP has paid more than \$866 million in incentives to our valued providers, resulting in demonstrated improvement in IEHP members' health outcomes and health plan measure performance.

Provider Network Snapshot



Total IEHP Providers: 8,908 (As of 10/30/24)

Top 10 IEHP Providers

Quality scores for IEHP providers range from 0 to 4.0. The top score for the 2023 Global Quality P4P was 3.7. IEHP's Top 10 providers' scores in 2023 ranged from 3.5 to 3.7. Ratings are based on reaching established quality goals - called "Tier Goals" - for each quality measure, all to keep our members as healthy as possible.

Provider Name	Quality Score*
James Juenin Wu, MD	3.7
Sushil P Anand, MD	3.7
Irmgard Una Tackie, MD	3.6
Aruna Pallapati, MD	3.6
Edgar E Alfaro McField, MD	3.6
Jennifer Kim Pyon, MD	3.6
Christie To-Trinh Hua, MD	3.6
Anuradha Sathya, MD	3.6
Rosario Badar Retino, MD	3.5
Romeo Samouh, MD	3.5

*Based on 2023 results
Out of 4.0



Chasing a Dream

Upland doctor uses past to connect with patients

Freshly arrived from Syria at just 6 years old, Romeo Jamil Samouh watched his father's eyes fill with pain as his dream crumbled. The family's weathered van, packed with handcrafted ornaments, was stolen outside their Los Angeles apartment, sweeping away the Samouhs' main source of income. This marked the first of many challenges the family would face in pursuit of the American Dream.

Yet, the dream stayed alive when the Samouhs moved to San Bernardino, where Romeo's father opened a small market. Helping at the store after school, a young Romeo learned the power of optimism and the strength of family.

He later attended the University of California, Riverside, where he earned his bachelor's degree in biology. Next, he attended medical school in Guadalajara, Mexico, in an exchange program through New York Medical College. His parents' expressions of joy when he received his

Scan to see a video on
Romeo Jamil Samouh, MD



medical degree in 2011 remains a favorite memory.

Romeo Samouh, MD, also gained significant medical training in his residency with the University of California, Davis in 2014. After completing his residency, he worked locally in urgent care before starting his Samouh Family Practice clinic in Upland, California.

Today, Dr. Samouh is the proud recipient of the 2024 IEHP Optimal Care Award, which recognizes a doctor in our network for excellent quality care. It uses quality-based criteria, such as clinical outcome and member experience data, to select a winner.

"I've always been very dedicated and always try to think positively," said Dr. Samouh. "Every day is super rewarding to help patients when they're in need. And I love working with the underserved. They're always so humble and grateful. I had a patient bring in tamales for us and farmers who bring in fruits for us to try."

CONNECTIONS COUNT

Dr. Samouh chose family medicine because he feels something special about caring for people within the full circle of life - from newborns to senior citizens.

Much of his work ethic is rooted in witnessing his dad go from shop to shop to see if store owners would buy what he was selling.

"They inspired me to work hard and not forget where we come from and to help those in need," he said. Dr. Samouh still remembers how difficult it was as a child - adapting to a new culture, overcoming language barriers and dealing with financial hardships.

He takes effective communication to heart, as he speaks three languages:

“IEHP really has a great network of support and resources to make sure we’re doing our best with our patients.”
- Romeo Samouh, MD

English, Spanish and Arabic. Dr. Samouh also serves as a civil surgeon for the U.S. Citizenship Immigration Services, providing physicals for refugees from around the world.

Each of his medical office staff members is bilingual. That way, they can communicate with each patient in their own native language.

"My staff has been fantastic," he said. "They're so dedicated and proactive."

WHY IEHP?

Dr. Samouh joined the IEHP network because he senses a deep connection, pointing out that it goes back to working with the underserved and refugee populations.

"The population IEHP serves coincides with the population I like to serve," he said. "IEHP really has a great network of support and resources to make sure we're doing our best with our patients. Overall, it's been a good experience."

HEALTHY OUTLOOK

Dr. Samouh models what he preaches about staying healthy. He starts his day with a jog and begins working at the medical office from 7 a.m.-5 p.m. and beyond.

On weekends, he relaxes by playing the tabla, a type of drum popular in the Middle East.

"Music is really important in our lives," he said. "I was a drummer during college and still play drums - Middle East percussion."

Dr. Samouh's journey from a young immigrant to a beacon of hope in his community is a testament to the power of resilience and compassion.

Through his family practice, Dr. Samouh not only aligns with IEHP's mission to heal and inspire the human spirit, but he also honors the struggles his own family faced.

"It's the little things that brighten your day," he added. "My patients' gratitude is so rewarding. It signifies something more than something monetary."

Homegrown doctors bloom via IEHP scholarship fund

One of IEHP's most innovative partnerships created is our Healthcare Scholarship Fund (HSF). IEHP's \$40 million investment over five years directly and positively impacts one of the lowest provider-to-patient ratios in the state.

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

Students attending medical school as well as those studying to become physician assistants in psychiatry receive full-ride scholarships. In exchange, these prospective caregivers serve in this region for a minimum of three to five years.



"I'm proud to say we have nearly 240 students who have benefitted from IEHP's Healthcare Scholarship Fund," said Edward Juhn, MD, MPH, IEHP's Chief Quality Officer.

Breaking Bread

Provider Dinners serve recipe for open communication

Across continents, cultures and centuries, gathering for a meal brings people together and creates space for connections.

Such was the precipice for IEHP to launch its Provider Dinner series in 2019.

Of course, IEHP has always provided feedback opportunities for physicians, previously combining them with regular Continuing Medical Education (CME) sessions. Before those meetings would begin, IEHP hosted 75-minute roundtable discussions where the CEO and other health plan leaders answered providers' questions and shared plan updates.

However, it was CEO Jarrod McNaughton's vision to "break bread" with the providers.

"These monthly Provider Dinners are so valuable as we gain insights on what we're doing well and what we

could improve to better serve the community," said McNaughton, MBA, FACHE.

This formula has been well received and valuable information is shared both ways, according to Susie White, MBA, IEHP's chief operating officer.

"The feedback we receive from providers at the dinners cover any and every topic imaginable, including on services that could use improvement or from the data available on our Provider Portal to what specialty types of providers they need for increased access in their area," she said. "We also get compliments on things we are performing well on like our referral processing time to how much they appreciate their assigned Provider Relations Managers' support."

IEHP's continued high-performing provider satisfaction results suggest this open dialogue approach is working.

Based on a 2023 Provider Experience Survey by Press Ganey, IEHP achieved a 100th percentile national ranking in five categories, including "overall satisfaction." This follows three years in a row with rankings in the 99th percentile.

"These numbers reflect our strong provider partnerships. We know this is one way to ensure our members receive quality care," said Takashi Wada, MD, MPH, IEHP's chief medical officer.

Hosting the dinners in different IE communities is also a plus, White added.

"Part of our overall design of the Provider Dinners was to get a little closer to where the work is done by going into our various geographic regions," she said. "Providers tell us they appreciate us coming to them as it creates more opportunity for them to attend after a day of seeing our members."

OPEN COMMUNICATION: IEHP hosts the Provider Dinner series to offer its physicians dedicated time for feedback, communication and other networking opportunities.



Of course, engaging providers, high provider satisfaction and maintaining open lines of communication cannot happen only by sharing a meal and conversation.

"I think the value that IEHP brings and has always brought to our provider network is that we are local and we listen," White said. "Providers have access to share their thoughts and ideas; we have always had the openness for feedback. We have built trust. This isn't accompanied by one individual at IEHP but through the team. We identify that our providers have a choice who they contract with, and we work hard to keep that trust. We don't always get it right, but we will fix our mistakes ... from the frontline team members to the executive team."

Looking ahead, IEHP continues its expansion of health care coverage through Covered California, bringing new access points to members and our IE communities.

"For the future, we would like to expand into new lines of business,

while also improving our delivery of support," White said. "We are always thinking about the quality of services we deliver to our providers, how to support them through barriers and allow them to do what they do best: delivering quality health care to our members. We are generally not the only health plan they work with, but we want to be the best!"



These numbers reflect our strong provider partnerships. We know this is one way to ensure our members receive quality care.

- Takashi Wada, MD, MPH
Chief Medical Officer



McNaughton agreed, adding that he appreciates the ability to recognize the providers for what they do for IEHP members and the community. "It is always such a joy to end the day with our remarkable IEHP physicians and I am happy to have

the opportunity with the Provider Dinners to thank them for their commitment to the Inland Empire," he said following one of the events.

NEW VISION: CEO Jarrod McNaughton's vision to "break bread" with IEHP providers turned into the series of dinner meetings held in different parts of the Inland Empire.



Partners in Quality



**Namita Mohideen,
MD, FAAP**

Golden State Pediatrics

Residency: Loma Linda University
Medical Center

Board certification: American Board
of Pediatrics



I feel connected to the
IE through my patients.



Q: How do you connect with your patients in their health care needs and goals?

A: I emotionally connect with the patients by attentively listening to their concerns and particularly their symptoms. I always ask a lot of questions to better understand their needs. This also prompts them to provide me with more information so I can make a more complete diagnosis. I try to speak directly to their worries. It is important to me to avoid using medical terminology and characterize the symptoms in common language. The key factor is to be patient.

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

A: IEHP is very committed to quality care. The guidelines laid out by IEHP are always a great starting point and help me in trying to formulate the best practices and approaches to providing excellent patient care.

Q: Tell us about the moment you chose to become a doctor.

A: I knew at a very young age - 11 or 12 - that I wanted to become a doctor. It is the most meaningful, impactful and direct way of positively affecting a person's life. The improvement is obvious to observe and truly emotionally fulfilling. Once I experienced and felt the connection, it is hard for me to see myself doing anything else. It is also a field that provides you with daily challenges and motivates you to always learn the latest developments to help your patients.

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

A: I love that I have been working in the area for nearly 30 years. I am providing care to patients, their families, neighborhoods and community. The Inland Empire is one of the most medically underserved areas in California and the nation. As a doctor, I have the most impact and get the most satisfaction in helping and meeting the needs of underserved communities. The ethnic diversity in the Inland Empire is also extraordinary. It is exciting to meet people from all areas of the world. They all bring rich unique perspectives to their health care needs.

Q: How do you connect with your patients in their health care needs and goals?

A: As a parent myself, I recognize the challenges of raising children and ensuring their well-being. Establishing trust with families and recognizing the distinct circumstances that affect health are essential aspects of my role. Discussing a parent's smoking habits to reduce a child's asthma attacks is approached as a supportive conversation to benefit the child, not as criticism. Similarly, weight management involves more than just reducing junk food; it requires addressing long-standing habits and promoting lifestyle changes for the entire family. I try to understand my young patients' perspectives to help address any potential barriers. My goal is to be someone my patients and their families feel comfortable confiding in.

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

A: Access to care is key. We usually have same-day or next-day appointments available, and my IEHP patients do not have to worry about large copays. They also have access to most medications, a variety of specialists, and a myriad of health education resources.

Q: Tell us about the moment you chose to become a doctor.

A: Deciding to pursue a career in medicine was a significant journey for me. Pediatrics has always been close to my heart because my own childhood health visits inspired me to become a pediatrician. As a child, I understood that my doctor helped me when I was ill, but as I grew older, I realized that my doctor also played a crucial role in preventing illness. During my adolescence, I was fortunate to participate in several domestic and international mission trips, where I witnessed the critical importance of early preventive care.

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

A: The opportunity to serve such a diverse and dynamic community. The variety of cultures and backgrounds enriches my experience and allows me to continually learn and grow. I find great fulfillment in understanding and appreciating the different cultural perspectives of my patients.



**Phillip Chong,
MD, FAAP**

West Point Medical Group Pediatrics

Residency: UTHealth McGovern

Board certification: American Board of Pediatrics

“ I feel connected to the IE through the relationships I build with my patients and contributing to the community I proudly serve. ”





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OUR QUALITY

Our Quality Team

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Nitin Mahan
Director of
Quality Informatics

Not pictured: Andrea Belli, Director of Accreditation Programs



New record! 4 out of 5 NCQA rating

IEHP received an overall rating of 4 out of 5 in the National Committee for Quality Assurance's (NCQA) Medicaid Health Plan Ratings 2024 - the highest score ever for IEHP.

IEHP's 4 out of 5 rating in 43 unique measures, such as patient experience, prevention, equity and treatment are the results of a variety of new initiatives, including robust provider incentive programs, regionally facing provider engagements, enterprise commitment to quality, and efforts to engage members in their care.

"At the end of the day, these ratings are not about numbers, but a reflection on how we can continuously improve in serving our members," said IEHP Chief Quality Officer Edward Juhn, MD, MBA, MPH.

To see how IEHP connects team members with record-setting NCQA quality performance, turn to page 64.

NCQA Health Equity Accreditation

IEHP received Health Equity Accreditation by NCQA, becoming the second public health plan in the state to earn the designation.

The standards for the accreditation include health equity work within an internal culture that supports external efforts, collecting data to create and offer language services, provider networks mindful of individuals' cultural and linguistic needs, and identifying opportunities to reduce health inequities and improve care.

Equity Accreditation is required by Covered California as part of its quality program.

"This further validates and reinforces IEHP's long-standing commitment to population health models that address health care, social drivers of health, and disparities to improve community health outcomes and equity," said Lorena Chandler, MPH, IEHP's vice president and chief health equity officer.



Hospital Care

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

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



Quality Measure	2021	2022	2023	National Percentile
All Cause Readmissions Observed to Expected Ratio (lower is better)	.88	.88	.90	66th
Follow-Up After Emergency Department Visit for Mental Illness-7 days	41.6	41.7	48.4	66th
Follow-Up After Hospitalization for Mental Illness-7 days*	37.4	36.8	33.5	33rd
Transitions of Care: Patient Engagement After Inpatient Discharge (65+ years)*	86.7	88.3	83.8	33rd
Transitions of Care: Medication Reconciliation Post Discharge (65+ years)*	67.4	67.9	72.2	33rd

Benchmarks based on Quality Compass Percentiles published 09/2024

*IEHP D-SNP benchmarks are based on NCOA Health Plan Rating Medicare and Medicaid Percentiles published 08/2023

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



FUTURE STATE: IEHP Vice President of Quality Genia Fick, MA, shares about the health plan's ongoing quality quest.

Future of Health Summit brings together health care experts

IEHP's Third Annual Future of Health Summit convened top health care visionaries and thought leaders at the health plan's headquarters on Oct. 11, 2024, to uncover breakthrough innovations and bold moves for a more integrated and sustainable health system.

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

Featured speakers included:

- **Genia Fick, MA:** Vice President of IEHP Quality, who presented on "IEHP's Journey to 4 Stars."
- **Erica Galvez:** Chief Executive Officer of Manifest MedEx, who presented on "The Future of Health Data Sharing: A Story of Headwinds & Tailwinds."
- **Terry Gilliland, MD:** President and Chief Executive Officer of

Geisinger Health, who addressed decades of innovations.

- **Elizabeth Landsberg:** Director of the California Department of Health Care Access and Information, who provided an overview on Health Care Access and Information (HCAI).
- **Steven T. Valentine, MPA:** President of Valentine Health Advisers, who spoke about health trends in "Where Are We Headed?"

The intimate audience of about 100 at the Future of Health Summit included executive leaders from hospitals and health system CEOs to health informatics and technology senior executives.

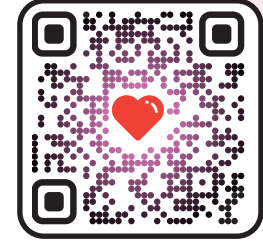
Past speakers have included an award-winning documentarian, the California Health & Human Services secretary, and the University of California at Los Angeles' chief diversity officer.



NEW RECORD: The IEHP Goes Pink team of 450 participants raised the most money for the 2024 Inland Empire MORE THAN PINK Walk with just over \$25,000!



Scan to see a video about Susie's story



When pink is personal Walk is more than meets the eye

Pink T-shirts, pink sunglasses and pink tutus galore.

Take one look at the photos with the cheery, rosy hue of the crowd's coordinated wardrobe and you'll feel the positive vibe. The glow permeates a like-hearted group united for the same mission: to help end breast cancer.

"We love to participate in the MORE THAN PINK Walk to help our members, to help our community," said Susie White, MBA, IEHP's chief operating officer, who participates in the annual event along with hundreds of IEHP team members. "It's a sea of pink—a lot of high energy when you get there. People are excited."

Nationwide, the Susan G. Komen MORE THAN PINK Walks bring in both hundreds of thousands of people and dollars. It is the organization's largest fundraising event series, evolved from the Race for the Cure in 2018. Since then, more than 100,000 participants at 40-plus in-person (and one virtual) walks across the U.S. - including in the Inland Empire - have committed to the group's vision of "a world without breast cancer."

"It's emotional," White added. "You're surrounded by people who have been impacted by cancer; survivors speaking and telling



The IEHP Goes Pink team puts purpose into their steps.

their stories and I'm dealing with that also - my mom had breast cancer."

Leading the "IEHP Goes Pink" team, White's reasons for championing the cause run deep. Her mother, Jo Wright, battled breast cancer for decades. It first appeared as a lump in her breast in 1994, when she was 49. Jo underwent a lumpectomy, chemotherapy, and radiation - resulting in a cancer-free diagnosis.

But 26 years later, in 2020, the cancer returned. Metastasized. By this time, Jo was 75 and her treatment consisted of hormonal therapy, which significantly limited the cancer growth.

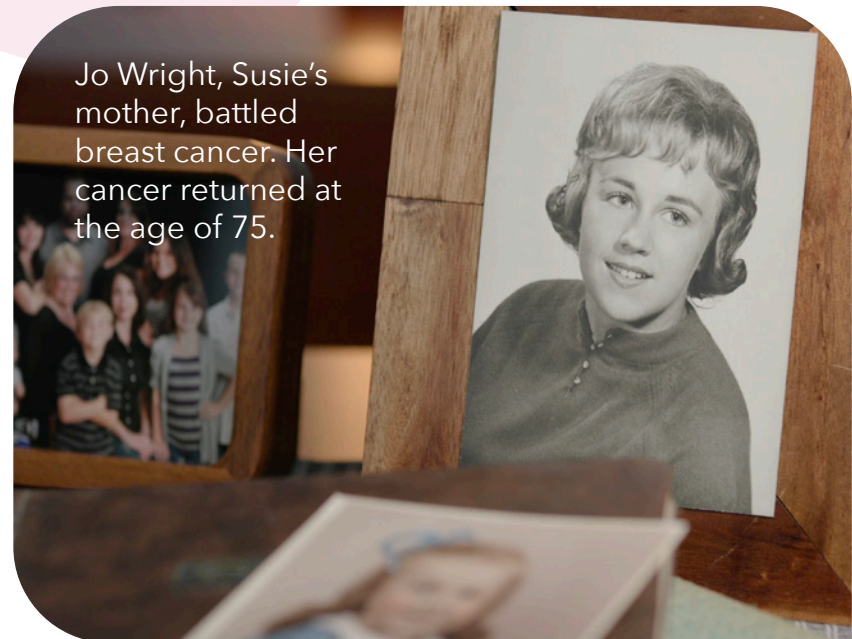
"She was taking Ibrance, which is designed to slow the progress of cancer and it was working very well for her," White said. "Her cancer was stable." Then, on May 30, 2023, in her hometown of St. Louis, Missouri, Jo suffered a massive heart attack and died.

"It was very hard," said White, her voice cracking with emotion. "All that time, we shared things and talked - I thought I had more time. I mean, that's the biggest thing - I thought I had more time.

"To know, it was just like that - she was gone."

Reflecting on her professional role as the COO for IEHP - with 1.5 million members - White emphasized IEHP's important influence on cancer screenings and other preventive care services.

Knowing a cure for breast cancer could still be years away from a reality, regular doctor visits and regular screenings are key, she said.



Jo Wright, Susie's mother, battled breast cancer. Her cancer returned at the age of 75.



“ It’s so important that we take advantage of the opportunities to identify things early. Wellness visits are important. They do save lives.

- Susie White, MBA
Chief Operating Officer



Every 12 minutes, a woman in the U.S. dies from breast cancer. In 2024 alone, an estimated 32,660 women in California will be diagnosed with breast cancer and 4,570 will lose their lives to the disease. Experts say one-third of breast cancer deaths in the U.S. could be prevented with universal access to modern treatments.

"At IEHP, there are a lot of us who have been impacted. Our friends, our family, ourselves,

and also our community," said White about the far-reaching effects of cancer. "There are limited resources for providers and there are a lot of people that need to get their mammograms."

For IEHP, she continued, it means the health plan should:

- Provide transportation for members, if needed.
- Help members get appointments.
- Find mobile mammography options for rural areas.

"It really is about outreach and support," White said. "It's so important that we take advantage of the opportunities to identify things early. Wellness visits are important. They do save lives."

And, as a reminder to herself and everyone around her, White just looks into a mirror.

"If I'm going to ask patients to go get their preventive care, their mammograms, their immunizations, their colonoscopy, all the things they need to do, and I haven't done it ... how can I really say that with a straight face?" she said. "We should all get our wellness visits done. Don't wait ... to schedule your appointment."



Preventive Care

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

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

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

Quality Measure	2021	2022	2023	Benchmark
Counseling for Physical Activity for Children/Adolescents	80.3	79.6	82.1	66th
Chlamydia Screening in Women	65.0	64.9	67.9	66th
Counseling for Nutrition for Children/Adolescents	81.5	80.4	82.4	66th
Adult Immunization Status - Influenza Ages 19-65	NA	13.8	19.1	66th
Breast Cancer Screening	57.8	58.7	62.3	66th
Cervical Cancer Screening	54.0	57.0	65.9	66th
Weight Assessment for Children/Adolescents - BMI Percentile	84.4	82.2	89.6	66th
Colorectal Cancer Screening	33.7	40.4	46.2	66th
Timely Postpartum Care	80.2	79.6	81.7	33rd
Timely Prenatal Care	83.9	88.1	86.7	33rd
Immunizations for Adolescents - Combination 2	30.4	34.6	38.0	33rd
Childhood Immunization Status - Combination 10	28.7	28.9	22.9	10th
Avoidance of Antibiotic Treatment for Acute Bronchitis	40.2	42.3	41.9	<10th

Benchmarks based on Quality Compass Percentiles published 9/2024.

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

Chronic Care

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

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

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

AREAS OF IMPROVEMENT

- Eye exam for patients with diabetes
- Blood Pressure Control
- Controlling high blood pressure

OPPORTUNITIES FOR IMPROVEMENT

- Asthma medication ratio

Quality Measure	2021	2022	2023	Benchmark
Statin Therapy for Patients with Cardiovascular Disease - Statin Adherence	85.4	80.7	78.6	66th
Statin Therapy for Patients with Diabetes - Statin Adherence	84.1	76.8	75.9	66th
Controlling High Blood Pressure	60.8	65.3	67.6	66th
Eye Exam for Patients with Diabetes	58.4	55.2	61.9	66th
Hemoglobin A1c Control for Patients with Diabetes - HbA1c Control	49.9	56.2	57.3	33rd
Blood Pressure Control for Patients with Diabetes	59.6	66.4	70.0	33rd
Asthma Medication Ratio	59.1	65.9	65.0	33rd

Benchmarks based on Quality Compass Percentiles published 09/2024

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

Partnership brings health tips through video series

A community is typically defined as a "group of people living in the same place or having a particular characteristic in common."

In the Inland Empire, specifically in the subject of health and humanity, the Black community shares a common distinction centered on disproportionate rates of high blood pressure, diabetes and other cardiovascular issues. IEHP and Healthy Heart Nation (HHN) - which provides resources and education in Black communities - partnered to change that narrative, creating a desire to improve the quality of life in the region.

Together, the two organizations raise awareness about overall cardiovascular health among the IE's Black residents and deliver health education, preventive care tips, and wellness empowerment messages directly to the community.

Their short, talk show-style YouTube videos reach viewers at barbershops, beauty salons and churches.

Hosted by Kanita Bourne, LCSW, MPA and manager of Social & Community Services at IEHP, each episode includes down-to-earth advice from board-certified interventional cardiologist and HHN co-founder Columbus Batiste, MD, as the pair discuss important health topics, including:

- Side effects of high blood pressure
- Medications that elevate blood pressure
- Lifestyle improvements
- Blood pressure basics
- Health impacts of common substances
- Holistic healing
- Blood pressure monitoring

Why is this conversation so important? According to Dr. Batiste, it's a matter of life or death.

"This conversation is long overdue," he said. "And the reason why ... is because



Dr. Batiste and IEHP's Kanita Bourne discuss heart health in a series of videos on YouTube.

high blood pressure is the No. 1 killer and we know that over 50% - in some instances, as much as nearly 60% - of African American men and women have high blood pressure. It's a major issue ... we need to dig down into depth ... why there's a problem with high blood pressure and ... if we know there is a problem with high blood pressure, why aren't we doing something about it?"

Together, IEHP and HHN will keep this healthy dialogue open and informative.

Scan to see the Healthy Heart Nation-IEHP videos



Guiding Light

Doula care eases first-time mom's fears

When IEHP member Lizz W. discovered she was pregnant, she was scared. It was her first pregnancy, and she had no idea what to do.

"I was like, 'Where do I get my information?'" said the first-time mother. "It was also really scary because I'm particularly young ... and I didn't know where my pregnancy was gonna go with my back problems."

FINDING SUPPORT IN DOULA CARE

Fortunately, Lizz was accustomed to calling IEHP when she needed direction.

As IEHP Care Transformation Manager Nishtha Patel explained, "We have an entire team that's dedicated to our pregnant and postpartum members."

Excited to hear IEHP covered doula services, Lizz was connected to Priya Kalyan-Masih, MD, Doula, CLES - known to her patients as "Dr. Priya" - who quickly became her guiding light.

A doula is a trained professional who provides physical, emotional and informational support to a person before, during and after childbirth. Unlike midwives or doctors, doulas do not perform medical tasks but focus on offering guidance and assistance to the birthing person and their family. A medical degree is not necessary to become a doula.

Doula services became a covered Medi-Cal benefit on Jan. 1, 2023.



Lizz W.

Priya Kalyan-Masih, MD



I am extremely, extremely grateful I have IEHP. Everything I need, IEHP's got my back. I love it.

- IEHP member Lizz W.



Throughout the nation, doula care is seen as an impactful option to combat rising maternal mortality rates. In 2021, the most recent year available for data, about 1,200 U.S. women died from complications either during pregnancy or within six weeks postpartum – that’s a 60% increase from 2019, according to the Centers for Disease Control and Prevention.

For Black women and their babies, the statistics are worse. In 2021, Black women died at more than 2 ½ times the rate of white women.

Doula care provides advocacy for birthing parents, which can lead to better outcomes, including reductions in C-sections, epidural use, length of labor, premature deliveries and even maternal stress, as stated in a 2023 National Institutes of Health study.

"My role with expecting mothers is to educate them through their prenatal and postpartum period," said Dr. Priya, referencing care before and after birth. "By giving them education, they realize they have choices in the matter. And that is an empowering experience."

EMPOWERMENT AND EDUCATION

With Dr. Priya just a phone call away, Lizz found the mental and emotional care she needed, when she needed it.

"She really put me at ease and made my pregnancy and my labor so much easier," Lizz said. "It wouldn't have been as good as it was if it wasn't for her teaching me specific breathing techniques and walking me through that stress and that scary part."

ONGOING SUPPORT

The support didn't end with the birth of Lizz's baby boy. Dr. Priya continued to be there for her, even after Claudio was born, offering advice on newborn care and breastfeeding. And if she needed a bit more care, Lizz knew she could always call IEHP.



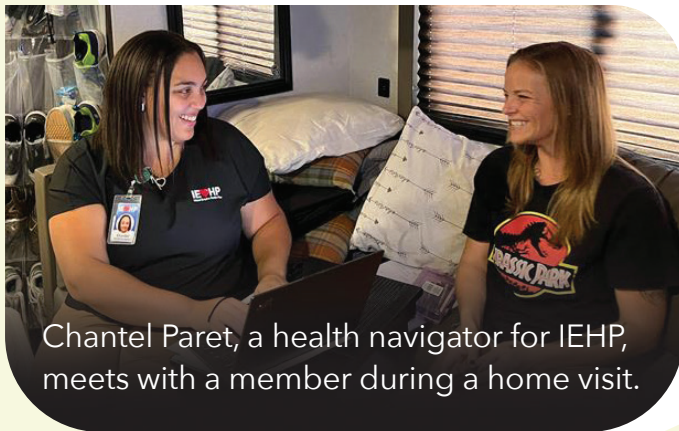
Support for Claudio's mother continued after he was born.

Scan to see a video of Lizz's story



Behavioral Health

Behavioral health is just as important as physical health since they both affect the whole person. In 2023, IEHP's performance in behavioral health quality metrics demonstrated rate increases in some areas as well as providing insight for opportunities to improve.



Chantel Paret, a health navigator for IEHP, meets with a member during a home visit.



"Now that we've developed these relationships with our local schools, let's see how much more we can do," said Amrita Rai, MSW, LCSW, IEHP's clinical director of community behavioral health.

Quality Measure	2021	2022	2023	Benchmark
Adherence to Antipsychotic Medications for Individuals with Schizophrenia	64.3	72.6	72.7	66th
Antidepressant Medication Management-Continuation Phase	69.1	63.4	56.7	66th
Follow-Up Care for Children Prescribed ADHD Medication-Continuation and Maintenance Phase	53.1	55.2	50.1	33rd
Diabetes Screening for People with Schizophrenia or Bipolar Disorder who are using Antipsychotic Medication	83.6	76.3	78.2	10th

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

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

A New Dawn

IEHP advocates for ongoing support of student behavioral health

As the Student Behavioral Health Incentive Program (SBHIP) sunsetted in December 2024, IEHP looks to the continued dawning of its Healthy Schools Program (HSP).

While other health plans implemented SBHIP – an initiative created under California Assembly Bill 133 to improve access to behavioral health services for students – in varying ways, from telehealth to investing in existing programs, IEHP opted for a more personal, relationship-driven model.

Under the leadership of Amrita Rai, MSW, LCSW, IEHP's clinical director of community behavioral health, the plan prioritized building lasting partnerships with Local Educational Agencies (LEAs) and schools. The goal: Create systems of care that exist beyond SBHIP funding and thrive through strong, lasting connections.

For the future, Rai planted the seeds of HSP within the expansion of IEHP's

Health Navigator program. IEHP stationed Health Navigators directly on school campuses, serving as boots-on-the-ground advocates for students and families, connecting them to essential care that includes routine check-ups, mental and behavioral health, as well as addressing any other care gaps, barriers or social drivers of health, such as food and housing.

"Their role isn't limited to just linking students to health care," Rai said. "Health Navigators embed themselves within the school community, understanding its needs from the inside out. They go wherever they are needed, whether it's a weekend school event, an after-school immunization clinic, or even visiting families in their homes."

As certified Community Health Workers equipped with specialized training in Applied Suicide Intervention Skills, Health Navigators are often the first point of contact when students

show signs of distress. They can also help train school employees, parents, and other community members to be suicide aware.

While IEHP currently works with 17 LEAs, there are approximately 138 across San Bernardino and Riverside counties. With a limited number of Health Navigators stretched across multiple schools, resources are thin.

"I'd love to see more funding focused on children and youth, especially programs that enhance partnerships between managed care, plans and LEAs," Rai said. "Research shows individuals with lower graduation rates are at higher risk for mental and chronic health issues, which can significantly reduce life expectancy by up to 10-20 years. So, we are literally saving lives. Now that we've developed these relationships with our local schools, let's see how much more we can do together."



Peace of mind

IE hospitals impact maternal care through certification

When it comes to IEHP members giving birth, the importance of safety and quality care take on a whole new level. That's why hospitals providing maternal care in the Inland Empire - including facilities in more remote communities - remain focused on improving outcomes for mothers and babies.

And it's working.

Three of IEHP's network hospitals have earned the Advanced Certification in Perinatal Care (ACPC) out of seven total issued in the state of California. This certification, provided by The Joint Commission (TJC), intends to drive overall organizational improvements and positive maternal care results.

"We are so proud to have achieved the rigorous new standards of care required for this certification," said Maggie Stutz, MSN, RN, director of Women, Infants & Children's Services at Desert Regional Medical Center, an IEHP network facility. "It reflects the hard work and collaboration between our physicians, nurses and staff in multiple departments. Everyone was dedicated to ensuring that higher level of care is available for mothers and babies in the Coachella Valley."

Desert Regional is home to the Coachella Valley's highest level intensive care unit for newborns, a Level III NICU. The hospital also offers:

- A maternal-fetal medicine clinic for high-risk pregnancies.
- A California Diabetes and Pregnancy Program (CDAPP) Sweet Success affiliation, which provides nutritional counseling for women with gestational diabetes.
- A Healthy Beginnings program that provides one-on-one counseling to help new mothers have the best chance at successful breastfeeding.

"In order to receive the new certification, we had to ensure that all of the resources we offer are tightly coordinated for our mothers and babies," Stutz said. "We want to ensure that we are



helping moms at all stages of pregnancy. And, if there is an emergency delivery, we can call on our Trauma and ICU teams to deliver coordinated care at a moment's notice. We have already seen life-saving results from this cooperation."

Desert Regional is the only hospital in the Coachella Valley to be designated as Baby Friendly, according to breastfeeding education standards set out by the World Health Organization. The hospital also is home to the area's only Level 1 Trauma Center.

"The dedication of these hospitals to provide safe, high-quality care to the maternal population is demonstrated by achieving this certification, and serves as a way for IEHP, our members and other patients within the IE community to truly have peace of mind," said Sylvia Lozano, MHA, FACHE, IEHP's vice president of hospital relations. "To know that three of the seven hospitals with ACPC distinction statewide are right here

in the IE? That's incredible and we applaud the accomplishments."

BUT WAIT, THERE'S MORE (HOPEFULLY)

When a quality bar is raised, often there is a "pebble in the water" effect.

"IEHP in-network hospitals are actively working to fulfill our vision for communities to enjoy Optimal Care and Vibrant Health in the IE by providing care to the maternal population based on what is safest and the highest quality," Lozano said. "It's so amazing to know there is a strong desire for ongoing shared learning and collaboration - we look forward to having more hospitals achieve ACPC in our network."

Another potential bonus: Starting mothers-to-be with this higher level of care from Day One could lead to entire families partnering with IEHP for current and future health needs.

IE hospitals with ACPC certification:

- **Desert Regional Medical Center** (first in the IEHP network and second in California as of April 5, 2024)
- **Pomona Valley Hospital Medical Center** (as of May 7, 2024)
- **Rancho Springs Hospital** (as of June 22, 2024)

***Please note:** Although this article highlights ACPC certifications, many of IEHP's in-network hospitals also have certifications in other disease-specific areas and are working toward achieving additional certifications in areas such as pneumonia, sepsis and heart failure. We look forward to our ongoing partnerships with these facilities as well as sharing their accomplishments in future IEHP quality reports and other communications.*

"We anticipate a 'halo effect,' where expectant mothers and mothers receiving care at a hospital with ACPC designation, will continue to receive Optimal Care not only during their hospital stay, but afterward, too," Lozano said. "When we can connect with mothers and babies for a healthy beginning as they transition home, then beyond, that is always a plus."



Tuesdays with Crystal

CHW connects with people 'from the heart'

Every Tuesday, like clockwork, at the Golden Apartments, you'll see a prime example of how health care connections improve the lives of current or prospective IEHP members.

Crystal Santinac - a Community Health Worker (CHW) for IEHP and a self-described "connector" - visits the San Bernardino area regularly to observe, watch and assess.

And she is always ready to engage. When the member is ready. Sometimes, they're not - and that's OK.

"I want to make a positive impact wherever I go," said Santinac, who graduated in 2016 from the CHW program at Loma Linda University. "I work from the heart, as does my team, and IEHP has a heart in its logo, right? That's just how we operate - from the heart."

ROLE OF ADVOCATE

The Department of Health Care Services (DHCS) added CHW services as a Medi-Cal benefit as of July 1, 2022. These services are an integral part of Enhanced Care Management and Community Supports offered by managed care plans as part of the California Advancing and Innovating Medi-Cal (CalAIM) initiative.

According to DHCS, "CHW services are preventive health services to prevent disease, disability and other health conditions or their progression; to prolong life; and promote physical and mental health and well-being."

"It takes a unique individual with a true passion for service to excel in the role of a CHW," said Anita Holmes, MSW, LCSW, director of Integrated Care at IEHP. "It requires someone who is empathetic, a strong advocate



Crystal Santinac

for the community, and genuinely committed to helping individuals overcome their challenges."

CHWs are also known as promotores, community health representatives, navigators and other non-licensed public health workers, including violence prevention professionals.

Currently, IEHP employs 108 CHWs, while another 135 team members' roles include CHW aspects.

"Crystal is an exceptional CHW because she thrives on seeing her members succeed," Holmes said. "She is a strong advocate, particularly during provider visits, ensuring that

they listen and respond to the member's needs, ultimately building a strong relationship between the member and their health care providers."

As that ever-present "connector," Santinac travels throughout San Bernardino and Riverside counties to facilitate IEHP members' wide-ranging needs - including accompanying members to doctor's visits, facilitating housing assistance enrollment, or cutting through red tape to get special protein meal shakes promised months earlier to a member diagnosed with HIV.

For Santinac, daily tasks usually involve a tech-savvy juggling act between her cell phone and computer - all on behalf of IEHP members.

"I might be texting one person with my phone, then calling another person as soon as I hit send - but then I'm also emailing a provider's office for a member's follow-up appointment," she said. "Whatever it takes."

On Tuesdays, Santinac is planted in the community center at the Golden Apartments, where she "sets up shop" with a table, chair and laptop. Her primary objectives: build trust, provide advocacy, and help people, all of which are intertwined.

Santinac never forgets her personal health care experience when her daughter underwent multiple liver transplants. The medical professionals who took the time to explain procedures and next steps - in ways she could understand and process - made the most positive impact during a stressful time.

"I know what it's like from the other side of things - and the health care system is not easy to navigate," Santinac said.

'I DON'T GIVE UP'

Eventually, after proving herself to numerous residents as the "IEHP lady who helps," some of the more cautious people come around. Santinac recalled one member in particular.

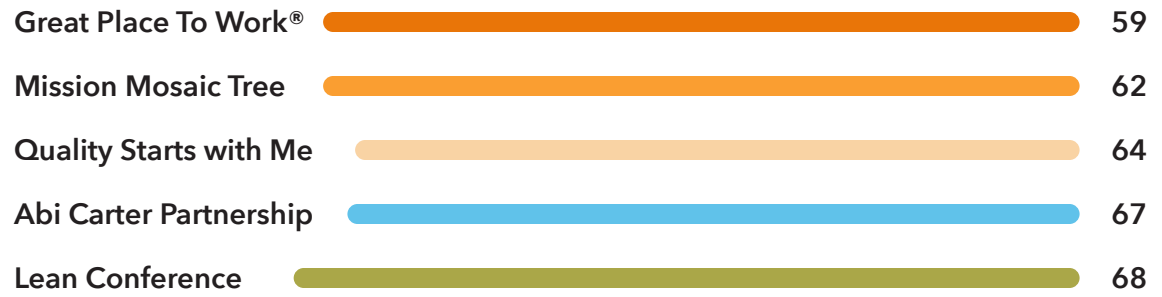
"I would always smile and say hello... every Tuesday, asking if there was anything I could do, but it took three or four months for this person to trust me enough to ask for help," Santinac said.

Sometimes, members aren't sure what services they can receive and how to arrange for them, Santinac added. But once she can assess their individual situations and challenges, plans emerge.

"When a CHW is right there with them, every step of the way, they become more relaxed and we can take the next steps, get them resources, get them in for a check-up, and put them on a healthier path - I call it 'The CHW Experience,'" Santinac said. "So sure, sometimes it takes time to break through and establish that trust - but I don't give up."







OUR TEAM MEMBERS

IEHP ranks 14th in nation for best workplace in health care

IEHP was named a Fortune Best Workplaces in Health Care™ for the third year in a row.

IEHP joins an exclusive list of companies across the country who were recognized by the publication for creating a positive, uplifting environment with opportunities for personal and career development. The Rancho Cucamonga-based health plan ranked 14th on the list for 2024.

"There are not enough words to describe how proud I am of IEHP being named a best workplace in health care once again," said Jarrod McNaughton, MBA, FACHE, IEHP's chief executive officer. "And to be included for the third year in a row on this prestigious list is a continued testament to our team member community who come into work every day ready to make a difference."

Fortune's Best Workplaces in Health Care™ award is based on an analysis of survey responses from over 185,000 employees at Great Place To Work Certified™ companies in the health care industry. IEHP was certified as a Great Place To Work® in June for a fourth year in a row, with 95% of team members surveyed saying they felt welcome from Day One.

"IEHP's mission, vision and values enable our leadership team to create a strong and supportive culture for our team members," said Supriya Sood, MBA, IEHP's chief people officer. "This is further enhanced by ensuring competitive salaries and benefits, learning and development opportunities, and paths for career progression and advancement for our team members."

The Best Workplaces in Health Care™ list is highly competitive. Great Place To Work®, the global authority on workplace culture, determines winners using its proprietary For All™ Methodology to evaluate and certify thousands of organizations in America's largest ongoing annual workforce study, based on over 1.3 million survey responses and data from companies representing more than 8.2 million employees this year.

Survey responses reflect a comprehensive picture of the workplace experience. Honorees were selected based on their ability to offer positive outcomes for employees regardless of job role, race, gender, sexual orientation, work status or other demographic identifier.

In total, 90% of IEHP's team members invited to take the 2024 survey completed it.





HEART OF THE MATTER:

When it's National Wear Red Day and your company logo has a heart in the middle of it, a heart-shaped group photo is a must!

Scan to learn more about IEHP's ranking





Tree mosaic celebrates IEHP's strong roots

Community artists bring vision to life

The Mission, Vision and Values Culture Tree mosaic was created by Cathy Garcia of Claremont and Alba Cisneros of Pomona, California, who utilized 3,200 repurposed ceramic tiles selected by health plan team members during a 2023 "Living the Mission" organizational event.

Situated in a busy area of the center's multiroom learning and meeting space, the Culture Tree is joined by a small monitor showcasing values commitment statements written by IEHP team members.

Alba Cisneros Cathy Garcia



The description next to the mosaic describes the parts of the tree as metaphor for the organization's mission culture. For example, the fruit on the tree highlights the health plan's impacts and results, which serve as the wholeness and well-being of all. The other five elements represented are:

- **The Soil: The Mission** - IEHP's clarity of purpose.
- **The Roots: The Values** - IEHP's clarity of beliefs and behaviors.
- **The Trunk: The Vision** - IEHP's clarity of strategies and action.
- **The Branches: Ownership and Accountability** - The plan's unwavering commitment to its 1.5 million members.
- **The Leaves: Growth and Transformation** - Reliability and sustainability that comes from living out IEHP's Mission, Vision and Values (MVV).

Establishing the artwork's final look came from much discussion along with input from IEHP leaders, both artists said.

"I did a couple of tree-like designs at their request. The one chosen is closest to the IEHP logo and worked best for the organization," Cisneros said.

Sandy Wyman, MSOL, RN, IEHP's vice president of mission, shared the mosaic encompasses a meaning of inspiration for all who work for the Rancho Cucamonga-based health plan.

"The piece represents transformative growth and the impact living out IEHP's Mission, Vision and Values will have on an individual's personal and professional life," Wyman said. "When people visit this piece, I want them to strengthen their commitment to the 'call' of serving all who call the Inland Empire home."

Collaboration at IEHP is key, Wyman continued, which is why having two artists complete the artwork made sense.

Quality STARTS WITH ME

Every interaction is an opportunity

us on **JIVE**



IEHP launches internal campaign of 'connectedness'

On the heels of the best quality performance in organization history, with significant improvements in several quality measures, IEHP doubled down on its quality improvement efforts with an internal "Quality Starts with Me" campaign.

Before diving into this new quality campaign aimed at team members, it's worth highlighting IEHP's recent accomplishments:

- Members rated IEHP almost 5 percentage points higher in the Rating of Health Plan question in our Member Experience survey (Consumer Assessment of Healthcare Providers and Systems), placing our performance at the five-star level.
- Providers ranked IEHP in the 100th percentile for overall provider satisfaction.
- IEHP improved its overall health plan rating to a four-star plan and saw significant improvements in five out of seven quality measures.



According to Christine Nguyen, MD, MS, IEHP's senior director of quality transformation and a key figure behind the "Quality Starts with Me" initiative, the idea for the internal campaign emerged from the vision of IEHP's executive leadership team.

"We wanted to identify a theme or concept to remind each of us that we play a significant role in providing Vibrant Health to the community," Dr. Nguyen said. "Every interaction we have is an opportunity to improve the quality experience."

Dr. Nguyen explained that the campaign's foundation lies in connecting IEHP's mission to quality, reinforcing the sense of purpose among all IEHP team members.

"Quality is a mechanism to achieve our mission," Dr. Nguyen said. "It starts with a sense of purpose - the why we are here - and the role we play in helping members achieve their goals."

For IEHP's Vice President of Quality Genia Fick, MA, quality represents IEHP's Mission, Vision and Values.

"We are committed to focusing on the health care of our members and empowering our providers who care for them," she said. "It means doing everything



we can to ensure Optimal Care is delivered to every member in ways that meet them where they are in the health care journey."

And that means always pushing quality forward to the next level, said IEHP Senior Director of Quality Systems Jacob Diekmann, MBA. "IEHP's quality team is comprised of a group of passionate and talented health care professionals who believe in this work," he said.

"We are a team that is inspired to observe, learn, test and innovate in order to improve the quality of health care in the Inland Empire."

IN THIS TOGETHER

Emphasizing shared accountability, Dr. Nguyen said the campaign's implementation starts from within - by each team and department at IEHP leaning in and focusing on different quality measures.

“

We are committed to focusing on the health care of our members and empowering our providers who care for them.

- Genia Fick, MA
Vice President of Quality

”

The campaign will also involve visual reminders throughout IEHP's facilities, including intranet banners, posters and a graphic wall illustrating the campaign's ethos. A unique aspect of the campaign includes the distribution of individual mint boxes to each IEHP employee, etched with the clever inscription, "Delivering Quality, Just as I Mint It."

These creative, tangible reminders celebrate team members' past achievements and inspire an ongoing commitment to quality.

FOSTERING EXCELLENCE

By promoting a culture of quality and accountability, the "Quality



Starts with Me" campaign ensures that IEHP continues to set the standard for health care excellence, knowing every metric is a life changed.

"This campaign is not just about improving metrics; it's about fostering a community of champions committed to our cause," Dr. Nguyen said. "It's about the connectedness within ourselves, to the mission, with each other and the providers and members we serve."

“ This campaign is not just about improving metrics; it’s about fostering a community of champions committed to our cause.

- Christine Nguyen, MD, MS
Senior Director of
Quality Transformation



IEHP Quality Achievement Program

- Strengthen organizational focus on 2024 quality measure improvement and achievement
- An opportunity to:
 - » Enhance collective accountability on quality measure performance
 - » Strategically align synergistic priorities among department leaders and teams
 - » Promote cross-functional collaboration
- The identified quality measures will be aligned with the priorities of our regulatory and accreditation agencies, including:
 - » Department of Healthcare Services (DHCS)
 - » Department of Managed Health Care (DMHC)
 - » Centers for Medicare and Medicaid Services (CMS)
 - » Covered California (CCA)
 - » National Committee for Quality Assurance (NCQA)

Former IEHP kid wins 'American Idol' and our hearts

"Without IEHP, my family wouldn't have had health care," said Abi Carter, the Season 22 winner of "American Idol," about her longtime connection to the health plan. "IEHP helps more people than IEHP even knows ... and honestly, it was the best health care I ever had!"

As part of IEHP's Mission Week, the Indio, California, native performed two concerts to inspire team members at IEHP's Rancho Cucamonga headquarters.

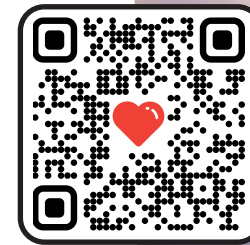
"She is so talented, yet so humble. It was wonderful to talk with Abi about her journey and how she still thinks so highly of the health care services she received growing up, thanks to IEHP," said Jarrod McNaughton, MBA, FACHE, the CEO of IEHP. "Abi's story was an inspirational reminder of how our mission is our 'Why.' It gives us clarity of purpose and helps guide us in our daily work."

Bonus: IEHP is thrilled to continue partnering with Abi this year through mental health advocacy, support and education for children and teens.

SMALL WORLD:

Abi Carter, the Season 22 winner of "American Idol," grew up in the Inland Empire with IEHP as her health insurance, calling it "the best health care I ever had!"

Scan to see a video
about Abi Carter



Lean in

Annual event for IEHP team members sets stage for improvements

Fostering an environment of innovation, commitment and creativity helps connect process improvement with quality for IEHP members. Such is the premise for the origin of IEHP's Lean Annual Conference.

Started in 2018, the team member event brings together representatives from throughout the organization. The mutual goal: Share Lean success stories by highlighting completed or ongoing improvement projects and their impact.

"It encourages collaboration where participants can learn from each other's experiences and apply this in their own areas," said Andrew Nguyen, MBA, CPC, IEHP's director of process improvement. "The conference setting encourages sharing of knowledge and a culture of collaboration."

It has grown to include participants from different IEHP departments and now brings in leadership, frontline team members, and cross-functional teams.

In addition to the overall collaborative effort, conferencegoers can participate in interactive workshops, problem solving activities, speaker series, and Q&A sessions.

"We want to involve attendees directly and make learning practical," said Nguyen. "IEHP is committed to improving member experience and addressing their needs efficiently. This includes continually improving products and services for a member-focused culture that collaborates

closely with our network of providers." And while the Lean Annual Conference remains an employee-facing effort, the results certainly offer the potential of lasting external benefits to the community.

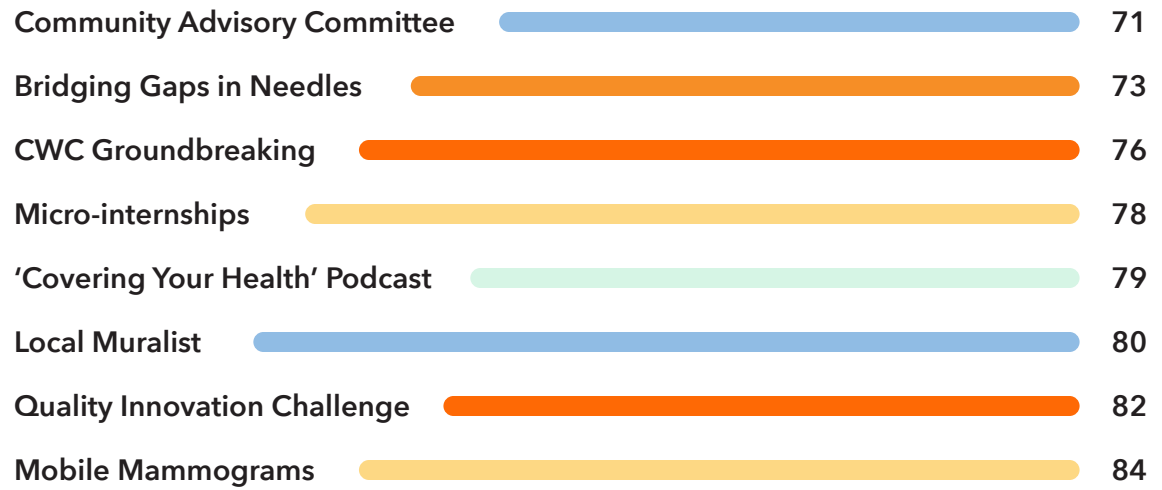
"The results could ultimately lead to improvement in health care access, promotion of positive health choices, and increased awareness about partnering with providers for an improved quality of life," said Greg Cleary, IEHP's vice president of operations.



"It encourages collaboration where participants can learn from each other's experiences," said Andrew Nguyen, MBA, CPC, IEHP's director of process improvement, about the Lean Annual Conference.







OUR COMMUNITIES



SAFE SPACE:

"I can express all my feelings, good or bad, and won't be judged," said Jorge R., an IEHP member and member of the Community Advisory Committee.

On equal ground

Community Advisory Committee pivotal in quest for health equity

For Community Advisory Committee (CAC) member Jorge R., this is an opportunity to be heard.

"I feel like I'm in a safe space - I can express all my feelings, good or bad, and won't be judged," said Jorge, also an IEHP member, who receives treatment for chronic conditions in a skilled nursing facility.

An important health equity objective for IEHP prioritizes direct communication and feedback with its members and the Inland Empire community.

At the center of this effort: the CAC, which meets quarterly throughout the IE to gather recommendations on anything from communication needs to increasing access to care. The CAC began in June 2024 to broaden representation and diversity. It replaces the Public Policy Participation Committee (PPPC), formerly managed by IEHP's marketing department.



"The CAC is a true vehicle for us to engage with our members and community and for us to solicit direct input and test ideas," said Lorena Chandler, MPH, IEHP's vice president and chief health equity officer. "The CAC is also a great source for finding best ways to connect with our diverse communities, so we can gather more data effectively."

CAC members help IEHP pinpoint gaps and disparities as well as provide input on culturally responsive interventions. So far, the top barriers identified by the CAC include:

- Access to communication of health information/initiatives and lack of awareness of benefits: The CAC shared ideas for marketing strategies and preferred methods of receiving communication.
- Access to reliable and timely transportation: The CAC suggested ways to stabilize and improve this benefit.
- Language barriers: For the LGBTQ+ community, the CAC stressed the importance of using correct terms/language to increase trust with health care providers.

So how will the gaps get addressed? IEHP is utilizing a process called "the feedback loop," meaning action items and recommendations recorded in the meeting minutes are sent to department leaders for response. Responses are reported back to the CAC on a quarterly basis.

IEHP's Health Equity Operations team advocates for process improvements and policy changes with leaders.

"Through the partnership with the CAC, our team is better able to give network providers and IEHP leaders the technical support and stakeholder context needed to improve quality of care in a culturally responsive manner," said Gabriel Uribe, DSW, director of health equity.

These actions are part of the Department of Health Care Services (DHCS) regulations for the CAC, which also include providing information to the group about member satisfaction survey results, marketing materials, community resources, quality data, and more, Uribe added. CAC members suggest meeting topics. Typically, two to three subjects are selected with

time given for feedback, questions and recommendations.

Because all CAC meetings are offered in-person and virtual, members who live in remote areas can still participate, even if challenged with transportation or child care issues.

"Our goal is to create an environment where the committee feels empowered and heard," said Jannette Zito, the program manager for the committee. "It's exciting to be a part of improvements that will help IEHP promote overall health outcomes for our community."

For Jorge R., it all comes back to that safe environment.

"The CAC makes me feel like I'm in a home where the parents are IEHP, and they take care and protect their children," he said.

Scan to learn more about the CAC



'Doing the right thing' in Needles bridges care gaps

At the intersection of California, Arizona and Nevada sits the community of Needles, a rural desert area of 5,000 residents located more than 200 miles from the county seat of San Bernardino and just as far, at times, from securing health care services and more.

So, what can be done when a shortage of providers and other basic resources leave people stranded in more ways than one?

For IEHP, the solution is clear: Bring the help to those who need it the most.

"They do an incredible amount of work here," said IEHP Chief Executive Officer Jarrod McNaughton, MBA, FACHE. "The massive amount of need here on both the social determinants of health, very basic issues all the way through to medical care is huge."

To help bridge those gaps, IEHP and its community partners - brought the IEHP Resource and Job Fair on Dec. 9,

2023, to Palo Verde College in Needles, offering:

- Free dental cleanings
- Entry work-from-home job opportunities
- Assistance with health coverage enrollment
- Enhanced care management
- Information on transportation services

For IEHP, spending three hours on a Saturday afternoon in this remote area and providing these services epitomizes the company's overall Mission, Vision and Values.

"It's really part of our DNA," explained McNaughton, who attended the weekend gathering. "It's part of doing the right thing, which has been a part of this organization's culture and history since its very beginning, and it connects so perfectly with our mission to heal and inspire the human spirit."

In its ongoing quest to provide Optimal Care and Vibrant Health throughout the Inland Empire, IEHP will continue to host these types of events. Bringing health care, resources and connections to a community like Needles comes naturally to the "health plan with a heart."

"There's no more evidence of that kind of work that's happening right here in Needles than the work that IEHP is doing to help community members that are in such dramatic needs," McNaughton said. "And for us to not only help fill those gaps, but really more importantly, bring the community together to learn from one another about ways that we can do that together."

Scan to see a video about Needles





DOING THE RIGHT THING: IEHP brings care and resources to residents in the more rural areas of the Inland Empire because it helps the people who need it the most.





HERE WE GROW AGAIN: With the ceremonial shoveling of dirt, IEHP officials marked the expansion that will be more than five times larger than the current IEHP Community Wellness Center (CWC) in San Bernardino; it is slated to open later in 2025.

Monumental move

IEHP San Bernardino Community Wellness Center to expand in 2025

Go big or go home. How about both?

In April 2015, IEHP opened its first community resource center in San Bernardino. From exercise classes, health workshops and cooking demonstrations to job training, benefits assistance and health plan enrollment, the center has provided free assistance to approximately 110,000 residents. Two more centers – in Riverside and Victorville – followed.

Fast forward nearly 10 years later ... here we grow again.

BREAKING NEW GROUND

"We're so excited to inaugurate this new location that will actually be a bigger and bolder site for this community," said Jarrod McNaughton, MBA, FACHE, IEHP's CEO, at the groundbreaking event on May 22, 2024.

To celebrate the milestone, IEHP, local government officials, and community

members gathered at the future home of the IEHP Community Wellness Center – previously known as resource centers – on North Massachusetts Avenue in San Bernardino.

The two-story, 33,000-square-foot space – formerly a San Bernardino County building – will replace the existing 6,500-square-foot center on Second Street. The new facility is expected to open in 2025.

"Today's groundbreaking for us, and I know for all of you, is so much more than a symbolic gesture," McNaughton said about the ceremonial shovels and IEHP-branded hardhats. "It's really laying a foundation of hope and confirming our commitment from IEHP to building healthy communities, caring for our neighbors and doing work for the greater good in partnership with all of you."

The center will offer a "one-stop shop" for wellness and so much more, emphasized Cesar Armendariz, EML,

senior director of IEHP community health.

"It's about the relationship we choose to build with our members in the community and we come alongside you in the journey toward your wellness toward Vibrant Health," he said.

IEHP Governing Board Member Eileen Zorn agreed.

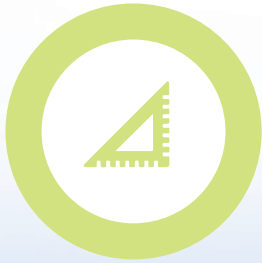
"It is very important for us at IEHP to remember that it is through these centers that we touch each other, that we come into connection, that we remember that we are one family," she said.

Scan to see a video from the new San Bernardino Community Wellness Center groundbreaking event.



Future state

Artist rendering gives sneak peek of new CWC in San Bernardino



33,000
square feet



2 stories



6 multi-purpose
rooms



Another first

Micro-internship connects students to health care industry

IEHP welcomed students from Cajon High School to its first micro-internship, a one-day program focused on entry-level career pathways in collaboration with San Bernardino County Superintendent of Schools (SBCSS). Workforce SBCSS supports the county-wide network of committed regional partners with the common goal of producing an educated and skilled workforce for San Bernardino County.

Highlights included a panel discussion with IEHP leaders, campus



Cajon High School students visited IEHP's headquarters in Rancho Cucamonga.

tours and lunch for participants, all of whom were or are currently enrolled in Cajon High's Behavioral Health & Human Services Pathway Program.

"This is such an exciting moment for me because you are the very first students to set foot on our IEHP campus," said Carmen Vega, MSLM, CHW, IEHP's director of community supports.

Workforce SBCSS features in-person/virtual interactions between industry partners and small groups of students. Its mission is to transform lives through workplace readiness, and micro-internships are one way to make that possible.

"We really want [our students] to be able to learn technical and essential skills that will be able to support their transition into a workplace like IEHP," said Jalisa Randle, project manager for Workforce SBCSS.

IEHP and SBCSS first collaborated

in June 2023 allowing students to connect directly with industry leaders to ask in-depth questions; learn and practice foundational workplace-related skills; receive hands-on training and feedback; and broaden their professional network.

Cajon High School is in the north end of San Bernardino off West Hill Drive. Out of close to 2,800 students enrolled, 78% are identified as socio-economically disadvantaged and 6.4% are English language learners. Curriculum and programs like the site's career pathway are designed to meet the diverse needs of the school's population of students and set them up for success.

"I have the privilege of having a great community at school where [our pathway lead] Mr. [Christian] Peters and my counselor helped me get into this program," said Melody Glass, a Cajon High senior. "I don't think I would have been here otherwise without them."



IEHP, iHeartRadio partner to improve health through 'Covering Your Health' podcast

Fifteen minutes out of your day could lead to a healthier lifestyle.

That's the goal of a bi-weekly podcast collaboration between IEHP and iHeartRadio.

Envisioned by IEHP Chief Communications and Marketing Officer Michelle Rai, MS, and hosted by longtime local radio personality

Evelyn Erives, "Covering Your Health" is an informational-style wellness podcast focusing on topics that matter to those who call the Inland Empire home.

"We wanted to empower listeners with knowledge in a fun and engaging way," said Rai. "Partnering with a charismatic podcast host like Evelyn makes even complex subjects easy to understand."

The podcast's inaugural episode aired Nov. 20, 2023, when Erives welcomed IEHP's CEO, Jarrod McNaughton, MBA, FACHE, who spoke about his life experiences, his work in the health care industry, the Medi-Cal renewal process, and Covered California.

Erives interviews a new guest expert each episode, asking questions on varying topics from mental and maternal health to nutrition and the importance of annual checkups.

"Our goal is to influence positive health outcomes in our community," said Takashi Wada, MD, MPH, IEHP's chief medical officer. "We hope this podcast provides yet another innovative vehicle to bring our mission into our communities."

Episodes of "Covering Your Health" drop every other Monday on the iHeartRadio app or wherever you get your podcasts.



"Covering Your Health" podcast host, Evelyn Erives (upper right) welcomed Hollywood power couple, Boris Kodjoe and Nicole Ari Parker for a chat on health and well-being.

Painting hometown pride

At IEHP, we heal and inspire the human spirit. Riverside-based muralist Juan Navarro hopes to do the same with his art.

Navarro, who has visited the White House as a National Medal recipient, is the artist-in-residence at Riverside Art Museum.

Inspired by his Mexican American roots, Navarro leaves his mark on communities and organizations serving diverse populations with each swipe of his paint brush.

He has more than 15 public works on display in communities like Riverside and is the owner and operator of Eastside Arthouse. Navarro's murals highlight colorful landscapes.



MURAL MAGIC: The Eastside Arthouse team, founded by muralist Juan Navarro, facilitated live painting at IEHP's Hispanic Heritage event.

"That's why we were so excited for the chance to work with Juan to create several full-scale, Inland Empire inspired murals at our headquarters in Rancho Cucamonga as well as future works of art to be created for the communities in which we serve," said Jarrod McNaughton, MBA, FACHE, IEHP's CEO.

In addition to IEHP's offices, Navarro's art is featured in a well-received calendar designed for team members and even within the pages of this quality report.

Welcome

Quality
**INNOVATION
CHALLENGE**

IEHP

IEHP

Quality
**INNOVATION
CHALLENGE**

Agenda

12:30pm

Doors Open

1pm

Opening Remarks

Jarrod McNaughton, MBA, FACHE
Chief Executive Officer

1:10pm

Child and Adolescent
Well Care Visits (WCV)

SameSky Health
InquisitHealth

1:50pm

Family Unit Care

Cell-Ed
Sage Surfer

2:30pm

Break

2:40pm

Quality Management
Best Practices

Hexplora
OnPoint Healthcare Partners

3:20pm

Member Redetermination
& Retention

Big Data Studios
Vantagehealth.ai

4pm

Networking Reception

INNOVATION PARTNERS: In 2023, IEHP and ScaleHealth collaborated to encourage innovative solutions to address health care challenges in the Inland Empire region.

Teamwork makes the dream work

IEHP partners with ScaleHealth to seek innovative solutions

In 2023, IEHP and ScaleHealth partnered to host its first Quality Innovation Challenge.

The effort asked startups, technology companies and innovators to address four key areas impacting IEHP members, including:

- Child and adolescent well-care visits
- Membership redetermination and retention (annual Medi-Cal renewal)
- Quality Management best practices
- Family unit care

"This design challenge provided an opportunity to innovatively address quality opportunities in our region," said Edward Juhn, MD, MBA, MPH, IEHP's chief quality officer. "We remain excited to discover new ideas focused on transforming the delivery of Optimal Care and Vibrant Health in our communities."

The challenge's main goals: Identify innovative solutions to creatively address quality in the IE region and discover new ideas focused on transforming and improving the quality of health care in the region.

Following an initial assessment process by ScaleHealth, candidates with the highest scores

and rankings attended a half-day event on Dec. 12, 2023, at IEHP's headquarters office in Rancho Cucamonga.

Each finalist received 15-20 minutes to present their innovative solutions to a panel of judges - comprised of IEHP executive leadership and key industry stakeholders - and answer questions for consideration of potential pilot programs.

The entries received evaluations based on creativity, impact, feasibility and compliance.

For both organizations, the Quality Innovation Challenge represents a true win-win collaboration.

"IEHP's vision to never rest until our communities enjoy Optimal Care and Vibrant Health aligns so well with ScaleHealth's vision to ensure IE residents can access innovative health solutions they need," said Jeff Pearce, IEHP's director of innovation and acceleration.

Taylor McPartland, ScaleHealth's CEO, agreed.

"Sharing this common goal puts our partnership on such strong footing, we can't wait to get started," she said.





SCREAMS FOR SCREENING: Members of the IEHP Goes Pink team at the More Than Pink event enthusiastically support annual mammogram screenings for women in the Inland Empire.

Mobile mammo RV removes travel barriers

Alinea Medical Imaging’s pink RV and support vehicles rolled into each of IEHP’s Community Wellness Centers (CWCs) to provide much-needed mobile screenings for IEHP members age 40 and older who are due for a mammogram.

"It means a lot that our centers can bridge the gap for IEHP members to get direct clinical services at the same place they come for fitness, wellness, and health education classes," said CWC Director Delia Orosco, MS.

For Cindy C., an IEHP member from Perris, access to nearby services removes the barrier of traveling a long distance for a screening.

"I felt like this was important because I’m supposed to get a mammogram every year being that my mother’s side of the family is very high-risk," she said. "I haven’t done it in many years, probably five. It’s been a long time - too long."

IEHP and Alinea first partnered in January 2024 to bring mammogram services to the city of Indio, where dozens of members received care during the Riverside University Health System's community event.

Its success - and that of the partnership clinics that followed - paved a way for both health organizations to think outside of the box and reach even more IEHP members.

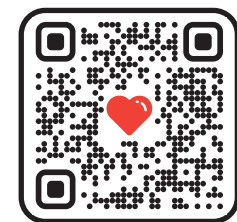
"We choose to bring these services to this population [of women] because there are so many who are not sure how to schedule, show up or are not sure how a mammogram is performed," said Lauren Leber, project manager for Alinea. "Our team specializes in assisting to schedule, inform and provide services to those who need it."



IEHP member Cindy C. used the mobile mammogram service.

– Mammograms are strongly encouraged for women age 40 and older. Patients under 40 can schedule services but must have a doctor’s referral stating the patient is at high-risk for cancer.

Scan to see a video of the mobile mammogram program



Quality Measure	2021	2022	2023	Benchmark
Breast Cancer Screening	57.6	58.5	62.4	66th

Benchmarks based on Quality Compass Percentiles published 9/2024.

= 66th - 89th percentile







OUR LEADERSHIP

IEHP Foundation

Igniting Connections to Vibrant Health

IEHP Foundation is on a mission to inspire and ignite Vibrant Health in the Inland Empire.

Established by IEHP in 2021, the Foundation is a separate 501(c)(3) nonprofit that operates independently with a separate board of directors, staff and budget, while working collaboratively with Inland Empire Health Plan.

Led by its CEO, Greg Bradbard, the Foundation strives to ensure all individuals in the Inland Empire have access to Vibrant Health – extending beyond traditional health care services and addressing the Social Drivers of Health (SDOH) for the region's most vulnerable populations.

INVESTING IN COMMUNITY

The Foundation invests in nonprofits and community leaders in San Bernardino and Riverside counties to advance health equity through public policy and advocacy, building

capacity and leveraging funding for local community-based organizations (CBOs). Additionally, the Foundation works collectively with other regional partners in both counties to improve health and wellness across the region.

In 2024, IEHP Foundation shifted from strategic planning to action, launching several initiatives to strengthen the infrastructure of CBOs and nonprofit organizations, promote collective advocacy and explore various projects to improve health outcomes across the region.

The Foundation recognizes the vital role of these organizations in their local communities. That's why the Foundation refers to its community partners as Champions for Vibrant Health – local organizations dedicated to addressing health disparities and serving as trusted messengers.

Nearly 60 nonprofits in Riverside and San Bernardino counties participated in the Collaborative Capacity Building

Grants program, which included a 10-course business management training for nonprofit leaders and a \$5,000 general operations grant.

While participants appreciated the funding, the opportunity to build new skills and make impactful connections offered even more value.

"Bigger than the money was the information," said Cory Hollaman, executive director of 2020 Vision Youth, which received one of the spring 2024 grants. "We were able to network, gain information from the classes and apply this new knowledge to our organization and board."

GOING BLUE

With an investment of \$20 million from IEHP, the Foundation is partnering with Riverside University Health System, Kaiser Permanente and Molina Healthcare to launch a Blue Zones Project in several targeted communities in Riverside County,

including Riverside, Banning, Palm Springs, Coachella and unincorporated Mead Valley. The place-based project is unique because, in addition to Blue Zones' standard community level metrics, IEHP quality outcomes will also be placed at the center of this multi-year transformative community wellness initiative.

SPEAKER SERIES

The Foundation also launched IE Vibrant Health Forums, a speaker series for local nonprofits focused

on various health and policy issues. The purpose of these forums is to encourage collective advocacy and foster collaboration among community and nonprofit leaders. Topics included understanding the California state budget, increasing access to early childhood health and utilizing CalAIM best practices.

LOOKING AHEAD

IEHP Foundation is currently exploring an initiative in San Bernardino County to help fuel ongoing health

improvement strategies and programs throughout the county. The Foundation is working closely with partners at IEHP, San Bernardino County and local leaders to select data-driven communities for deeper investment in 2025.

In January 2025, the Foundation launched its Champions for Vibrant Health Leadership Network. This two-year leadership development program for nonprofit leaders offers up to \$150,000 per organization in general operating support funds for Inland Empire community-based organizations that address the social drivers of health. Forty organizations are anticipated to be selected and participate in the program throughout 2025 and 2026.

Join IEHP Foundation on its journey to Vibrant Health: Follow **@IEHPFoundation** on Instagram and LinkedIn and sign up for their monthly newsletter, The Spark!

Foundation Board

Jarrod McNaughton
Board Member

Stephen Bennett
Treasurer

Josh Candelaria
Secretary

Greg Bradbard
IEHP Foundation CEO



Not Pictured:

Conrado Bárzaga, MD
Board Member

Edward Juhn, MD
Board Member

Karen Scott
Chair

Regina Weatherspoon-Bell
Vice Chair

Geoffrey Leung, MD
Board Member

Scan to receive
The Spark!



Our Governing Board

Dan Anderson
Riverside County
Public Member

Andrew Williams
Joint County
Public Member

Curt Hagman
San Bernardino County
Elected Representative

Yxstian Gutierrez
Riverside County
Elected Representative



Eileen Zorn
San Bernardino County
Public Member

Karen Spiegel
Riverside County
Elected Representative

Dawn Rowe
San Bernardino County
Elected Representative



**Scan to learn more
about the Governing Board**

What connects you to the IE?



"I feel connected to the IE through our partnerships with agencies and local organizations, especially in underserved areas, as we build a healthier legacy for everyone in our communities."

– **Dan Anderson, Riverside County
Public Member**



"I feel connected to the IE through the ways we promote transparency, trust and timely communication to ensure every resident feels connected, informed and supported by the decisions we make."

– **Yxstian Gutierrez, Riverside County
Elected Representative**



"I feel connected to the IE through the innovative partnerships we are able to create that lead to state-of-the-art technology and collaborative opportunities to bring even more quality care to this amazing area."

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



"I feel connected to the IE through meeting the needs of our residents by serving the community with integrity and empathy as we work toward impactful solutions for a better quality of life."

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



"I feel connected to the IE through the aligned collaborations with organizations and people whose work focuses on improving the health and life of the residents in this beautiful, diverse community."

– **Karen Spiegel, Riverside County
Elected Representative**



"I feel connected to the IE through the ways we champion our residents and ensure their voices are heard - regardless of anyone's background so we can make informed decisions that reflect the needs of residents."

– **Andrew Williams, Joint County
Public Member**



"I feel connected to the IE through our support and prioritization of 'Quality Outcomes' so our members and their families can experience optimal well-being and health to enhance life for all who live here."

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

Our Executive Team

Edward Juhn, MD, MBA, MPH
Chief Quality Officer

Michelle Rai, MS
Chief Communications
and Marketing Officer

Vinil Devabhaktuni, MBA
Chief Information
and Digital Officer

Supriya Sood, MBA
Chief People Officer



Keenan Freeman, MBA
Chief Financial Officer

Susie White, MBA
Chief Operating Officer

Jarrod McNaughton, MBA, FACHE
Chief Executive Officer

Takashi Wada, MD, MPH
Chief Medical Officer



**Scan to learn more
about the Executive Team**

What connects you to the IE?



"I feel connected to the IE and our members by going to where they are and listening to their personal stories of how IEHP is making a positive difference in their lives and in their communities."

– **Jarrod McNaughton, Chief Executive Officer**



"I feel connected to the IE through the alignment of IEHP's Mission, Vision and Values and the partnerships we maintain with our providers, members, clinical operations, team members and community."

– **Vinil Devabhaktuni, Chief Information and Digital Officer**



"I feel connected to the IE through our responsibilities, commitments and financial management work to support IEHP's Mission, Vision and Values as well as the incredible communities throughout our service area, near and far."

– **Keenan Freeman, Chief Financial Officer**



"I feel connected to the IE through the humanizing of our work - whether through quality care for our residents or innovative collaborations with community partners, it all comes back to a focus on people."

– **Edward Juhn, Chief Quality Officer**



"I feel connected to the IE through the community partnerships we build that bring increased quality of care and inspired healing to the extraordinary place we call home."

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



"I feel connected to the IE through our support of a skilled, diverse and engaged workforce that fuels our high-performing organization with team members who are connected to the work, our mission and this community."

– **Supriya Sood, Chief People Officer**



"I feel connected to the IE through our courageous, collaborative and creative approaches in pursuit of fulfilling our vision of optimal health outcomes for our members and Vibrant Health for this entire community."

– **Takashi Wada, Chief Medical Officer**



"I feel connected to the IE through the deep commitment and profound promises our team takes to heart for our members, providers and communities as we strive to heal and inspire the human spirit."

– **Susie White, Chief Operating Officer**

Connections

2025 Annual Quality Report

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A special thanks to the IEHP team members and partners who also contributed photos and other materials.

Inland Empire Murals: Juan Navarro

Cover Photo: This family - IEHP team member Lucy Espinoza and her two children, Ezra and Grace - enjoyed the sweet treat of a free Rancho Cucamonga Quakes baseball game. IEHP and the Quakes partnered for the Grand Slam Health Jam, striking out roadblocks to Vibrant Health with two health and wellness events during the 2024 baseball season.

Cover Photographer: Ryan Beck

Cover Designer: Hannah Cosanella



A blue-toned illustration of a forest landscape. In the foreground, a river flows through a rocky area. The middle ground is filled with a dense forest of evergreen trees. In the background, there are rolling mountains under a clear sky. The entire scene is rendered in various shades of blue, creating a serene and monochromatic atmosphere.

“

We cannot live only for ourselves. A thousand fibers connect us with our fellow men.

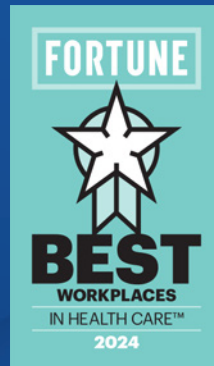
– **Herman Melville**

American novelist

”



We heal and inspire the human spirit.



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