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Dear Colleagues,

Welcome to the 15th Annual IHA Stakeholders Meeting! As Value Based P4P moves well into its second decade, an enduring core program strength is the ongoing capability to leverage stakeholders’ expertise and engagement to advance high-quality affordable, patient-centered care—or high-value care. And, as the performance measurement and improvement landscape evolves rapidly, the Value Based P4P program strives to maintain stability and advance measure alignment and standardization to ease reporting burden.

The program has attained notable milestones in recent years, such as the transition to a shared-savings incentive design built on a strong foundation of both quality and cost performance and the release of physician organization Total Cost of Care star ratings. IHA’s recent work on the California Regional Health Care Cost & Quality Atlas also contributes to our collective understanding of the intersection of quality and costs in defining health care value. This morning, IHA’s Dolores Yanagihara and expert panelists from Covered California, Blue Shield of California, and the California Health Care Foundation will share key Atlas findings and discuss implications.

With the coming implementation of MACRA and other value-based initiatives, staying true to our key guiding principles of simplicity and alignment has likely never been more critical. Along with identifying opportunities for measure alignment and standardization in the age of MACRA, today’s outstanding speakers will cover a variety of topics relevant to both improving the quality of care and keeping care affordable, including case studies in reducing overuse and panels focused on key topics such as diabetes care and patient experience.

In keeping with national priorities of better care, better health, and smarter spending, we look forward to presenting the IHA Excellence in Healthcare Award to exceptional physician organizations with strong performance on quality, patient experience, and total cost of care measures. Additionally, we will recognize the physician organization in each P4P region that contributed to increased value by achieving the greatest improvement in overall quality. Our heartfelt congratulations go to all of these physician organizations.

Also, a huge thank you to our speakers, moderators, exhibitors, and sponsors—without them, this meeting would not be possible. They offer a wealth of valuable information and services, and we hope you will take full advantage of these resources. Last, but certainly not least, we are grateful for the time, expertise, commitment, and hard work of the VBP4P committees, program partners, and IHA VBP4P team. We appreciate all of you joining us today and look forward to working with you in the coming measurement year!

Sincerely,

Lindsay Erickson
Director, Value Based Pay for Performance Program
**AGENDA**

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<tr>
<th>Time</th>
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<tr>
<td>7:30 am - 9:00 am</td>
<td>Continental Breakfast and Exhibits</td>
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<tr>
<td>8:15 am - 8:45 am</td>
<td>Pre-Conference Session: Introduction to Value Based P4P</td>
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**9:00 am - 10:40 am**

**OPENING GENERAL SESSION**

9:00 am  Welcome and Opening Remarks
  - **Jeff Rideout, MD, President and CEO, Integrated Healthcare Association**

9:15 am  California Regional Health Care Cost & Quality Atlas
  - **Lance Lang, MD, Chief Medical Officer, Covered California**
  - **Melissa Welch, MD, MPH, Vice President, Clinical Quality, Network and Markets Support, Blue Shield of California**
  - **Dolores Yanagihara, MPH, Vice President, Performance Measurement, Integrated Healthcare Association**
  - **Moderator: Maribeth Shannon, MSHA, Director, Informing Decisionmakers, California Health Care Foundation**

10:05 am  2016 - 2017 Value Based P4P Program Updates
  - **Lindsay Erickson, MSPH, Director, Value Based P4P Program, Integrated Healthcare Association**

10:40 am  Refreshment Break and Exhibits

**11:00 am - 12:00 pm**

**BREAKOUT SESSIONS GROUP #1**

**1A: Encounter Data and the Future of the Delegated Model**  Los Angeles (2nd Floor)
For years, accurate and timely encounter data has been a major challenge for the capitated, delegated model. Finally, through an industry-wide initiative led by IHA, end-to-end standardized submission processes will be implemented by health care organizations to support improved reporting and benefit design. In this session, a panel of representatives from the Encounter Data workgroup will share what has been accomplished so far, what is expected to happen in the immediate future and what would be the potential impact for health care organizations in California.
  - **Carol Wanke, Vice President of Managed Care Operations, Sharp HealthCare**
  - **Allyce Barrios, Director, Revenue Compliance, Hill Physicians Medical Group**
  - **Moderator: Eyal Gurion, MBA, Strategic Initiatives Consultant, Integrated Healthcare Association**

**1B: Tackling Overuse of Imaging - Improving Patient Outcomes, Reducing Costs**  Carmel (2nd Floor)
Overuse of imaging can lead to unnecessary care, including surgery, and increase costs without improving patient outcomes. In 2015, an IHA-led team of partners launched a project to reduce overuse through Choosing Wisely, which includes recommendations on reducing unnecessary imaging for low back pain and uncomplicated headache. Two partners on the grant—Sutter Health and Sharp Rees-Stealy—are adopting an array of interventions to reduce inappropriate imaging. In addition, Cedars-Sinai Health System was the first system in the nation to incorporate Choosing Wisely recommendations into its EMR. Speakers from all three systems will share experiences in efforts to reduce inappropriate imaging toward better care and lower costs.
  - **Parag Agnihotri, MD, Medical Director for Continuum of Care, Sharp Rees-Stealy Medical Group**
  - **Ann Marie Giusto, RN, Director of Variation Reduction, Sutter Health**
  - **Stephen Deutsch, MD, Chief Medical Officer, Cedars-Sinai Medical Care Foundation**
  - **Moderator: Jill Yegian, PhD, Senior Vice President, Programs and Policy, Integrated Healthcare Association**

**1C: Making Sense of What’s Next: Value Based P4P Measurement & MACRA**  International B
When the P4P program was initially conceived, NQF endorsement didn’t yet exist, and the notion of measuring risk-adjusted cost was novel and academic, if not controversial. Today, there are over 600 NQF-endorsed quality measures, and physician organization performance on Total Cost of Care is publicly reported. As the landscape of the Value Based P4P program has changed, the measure set strategy has evolved to meet the needs of participants continuing to innovate to stay relevant in the performance measurement landscape. At the same time, MACRA, health plan accreditation, QRS, and CMS Stars measurement are all vying for attention, and alignment has emerged as a top priority. Come learn how the VBP4P measure set strategy is finding the sweet spot between alignment and innovation, and how it stacks up against what is required by MACRA.
  - **Mike Weiss, DO, CHOC Health Alliance, VBP4P Technical Measurement Committee Chair**
  - **Amy Nguyen Howell, MD, MBA, Chief Medical Officer, CAPG**

**12:00 pm**  Lunch and Awards Ceremony

**1:00 pm**  Dessert and Coffee, Photo Session, and Exhibits
2A: Improving Patient Experience - What Does it Take?  
Patient experience continues to be critical in the delivery of high-value care. Patient experience performance impacts all core elements of the Value Based P4P program, including public reporting, financial incentives, and the Excellence in Healthcare Award. This session will include a brief overview of the Patient Assessment Survey (PAS) instrument from which P4P scores are collected, including upcoming PAS methodology changes, and then feature a panel of participating physician organization representatives who have demonstrated improvements in their organization’s patient experience performance.

- Lateia Clark, MSHA Candidate, Project Manager, Ambulatory Operations, UCLA Medical Group
- Surani Hayre-Kwan, FNP, MBA, Executive Director of Patient Acquisition and Experience, Sutter Pacific Medical Foundation/Sutter Medical Group of the Redwoods
- Lara McKenna, Director of Marketing and Special Projects, Edinger Medical Group
- Moderator: Ginamari Gianandrea, Program Coordinator, Integrated Healthcare Association

2B: Diabetes Care Performance Improvement Innovations - Solution Review Speed Session  
Recent IHA analysis of Value Based P4P results highlights significant variation in physician organization (PO) performance related to chronic care—and correlation between diabetes care and overall performance on quality and resource use. What are some of the options available for improving performance in diabetes care? While IHA has not traditionally engaged in performance improvement with individual organizations, there are many tools available through IHA and our partners to support performance improvement. In this session several organizations will present how they would approach improvement for diabetes care. While there is no IHA endorsement of these approaches, all organizations are current IHA board members or affiliates. At the end of the session, a VBP4P participating PO that recently undertook a similar performance improvement challenge will be asked to comment on the approaches offered.

- Dolores Yanagihara, MPH, Vice President, Performance Measurement, Integrated Healthcare Association
- Eyal Gurion, MBA, Strategic Initiatives Consultant, Integrated Healthcare Association
- Nik Seifert, PharmD, Regional Health Outcomes Liaison, GSK
- Jon Glover, PharmD, Director, Medical Outcomes Specialist, Pfizer
- Stephen Harris, PharmD, Field Director, Novo Nordisk
- David Grace, MScPPhm, MBA, Director, Segment Marketing, Bristol-Myers Squibb
- Wayne Pan, MD, PhD, MBA, Medical Director, Quality of Care, Genentech
- Mamie Baker, MD, MPH, Associate Medical Director, MemorialCare Medical Foundation
- Moderator: Jeff Rideout, MD, President and CEO, Integrated Healthcare Association

2C: Understanding the Policy Landscape in Medi-Cal  
Medi-Cal is the state’s largest healthcare purchaser and provides coverage to more than 13 million Californians, including childless adults, families, seniors, and children. This year marks Medi-Cal’s 50th anniversary and the program has changed dramatically in that time. Particularly over the last several years, new initiatives have emerged across the policy landscape that could impact how the Medi-Cal program operates, how it is financed and how care is delivered. This session will provide an overview of the policy landscape in Medi-Cal and drill down on implementation efforts of two key initiatives - the Whole Person Care pilot and the Health Homes for Complex Patients Initiative. Both initiatives focus on care coordination and management for the most complex, high-risk Medi-Cal beneficiaries through a whole-person approach to care.

- Jennifer Sayles, MD, MPH, Chief Medical Officer, Inland Empire Health Plan
- Scott Coffin, MBA, Chief Executive Officer, Alameda Alliance for Health
- Moderator: Sarah Lally, MSc, Project Manager, Integrated Healthcare Association

2:30 pm  
Refreshment Break and Exhibits  
Pacific Ballroom

2:45 pm - 3:30 pm  
CLOSING GENERAL SESSION  
International B

MY 2014 Award Winners: Lessons Learned for High Performance in Health Care  
This panel will feature physician organizations that won IHA’s Excellence in Healthcare, Bangasser Award for Quality Improvement, or the Medicare Advantage 5 Star Award in 2015. They will share lessons learned and approaches they have taken to improve patient experience and effectively manage cost and resource use while delivering high-quality care.

- Lloyd Kuritsky, DO, Medical Director, Advancing Performance Excellence, Sharp Community Medical Group
- Cynthia Litt Deculus, MPH, Vice President, Population Health, Cedars-Sinai Health System
- Robert Caro, LVN, Quality Improvement Manager, Sierra Medical Group
- Andrea Kmetz, RN, Director of Care Management & Quality Assurance, Meritage Medical Network
- Moderator: Richard Fish, MBA, CEO, Brown & Toland Physicians, VBP4P Governance Committee Chair

3:30pm  
IHA Stakeholders Meeting Adjourns
SPEAKER BIOGRAPHIES

Parag Agnihotri, MD, Medical Director for Continuum of Care, Sharp Rees-Stealy Medical Group

Dr. Parag Agnihotri currently serves as the Medical Director for Continuum of Care for Sharp Rees-Stealy Medical Group, San Diego. His work focuses on reforming the delivery of health care by building multidisciplinary teams to implement the ‘three part aim’ for improving the health of the population. He is a California Health Care Foundation Fellow and CMMI has designated him as an Innovation Advisor. Dr. Agnihotri is board certified in Internal Medicine and Geriatric Medicine.

Marnie Baker, MD, MPH, Associate Medical Director, MemorialCare Medical Group

Dr. Baker is a practicing pediatrician with MemorialCare Medical Group in Irvine. She shares her clinical responsibilities with her role as Associate Medical Director of Performance Improvement for MemorialCare Medical Foundation. Dr. Baker proudly serves on IHA’s Technical Measurement Committee, CAPG’s Clinical Quality Leadership Committee, and MemorialCare Health System’s Physician Society Board. She earned her medical degree from Tulane University School of Medicine and her Masters of Public Health in maternal and child health from Tulane University School of Public Health and Tropical Medicine.

Allyce Barrios, Director of Revenue Compliance, Hill Physicians Medical Group

Allyce Barrios is the Director of Revenue Compliance with Hill Physicians Medical Group. She is a business leader responsible for revenue recovery, revenue cycle management and financial risk management. She is also a principal lead in the implementation of a new claims management system. Before joining Hill Physicians, Allyce worked as a Program Manager with Kaiser Permanente responsible for leading enterprise-wide Medicare Modernization Act software systems implementation. Allyce has 25 years of healthcare experience along with a BS in Human Services and Psychology from Leslie College Cambridge.
SPEAKER BIOGRAPHIES

Robert Caro, LVN, Quality Improvement Manager, Sierra Medical Group
Bio not available.

Lateia Clark, MSHA Candidate, Project Manager, Ambulatory Operations, UCLA Medical Group
Lateia Clark is a Project Manager with UCLA. She oversees and implements Patient Satisfaction Data for all UCLA ambulatory practices. She also supervises training, reporting, and support provided to physicians and leadership for all CG CAHPS data. She works to improve patient experience scores and collaborate with other teams to improve the patient experience. Lateia attended Cal State Northridge for her MHSA.

Scott Coffin, MBA, Chief Executive Officer, Alameda Alliance for Health
Scott Coffin is the Chief Executive Officer for the Alameda Alliance for Health, a publicly operated safety-net health plan that serves more than 270,000 residents in Alameda County. He has more than 22 years of experience in health care leadership, and has dedicated the last decade of his career to integrating Medicare and Medicaid services, innovating shared savings and gainsharing arrangements, and implementing quality improvement programs. Scott serves as a Board Member of Local Health Plans of California and First 5 Alameda County, and continues to develop partnerships with providers that lead to improving the qualities of life. Mr. Coffin received his MBA from The Tuck School of Business at Dartmouth.

Cynthia Litt Deculus, MPH, Vice President, Population Health, Cedars-Sinai Health System
Cynthia Deculus is the Vice President, Population Health for Cedars-Sinai Health System. Cynthia is responsible for care coordination, disease management, clinical efficiency, utilization management, physician network development and IPA administration. Cynthia has been with Cedars Sinai since 1990, with the exception of a brief hiatus when she served as Administrator for Women’s Health at UCSF. She received her BS from Cornell University and her MPH from Columbia University.

Stephen Deutsch, MD, Chief Medical Officer, Cedars-Sinai Medical Care Foundation
Dr. Deutsch is the Chief Medical Officer of the Cedars-Sinai Medical Care Foundation and co-founder of the Cedars-Sinai Medical Group. He oversees the Medical Group’s Disease Management Programs, Quality and Efficiency initiatives, and Pay for Performance. He is board certified by the American Board of Internal Medicine and is a Fellow of the American College of Physicians-American Society of Internal Medicine. Dr. Deutsch served as an Associate Clinical Professor of Medicine at UCLA Medical School for 25 years.

Lindsay Erickson, MSPH, Director, Value Based P4P Program, Integrated Healthcare Association
Lindsay Erickson leads the Value Based P4P Program. She manages the day-to-day operations involved in measuring, reporting, and rewarding physician organizations for performance on quality, cost, and resource use. Prior to joining IHA, Lindsay worked at the Governor’s Office of Planning and Budget for the State of Georgia, where she worked to develop and evaluate policy recommendations. Lindsay earned a Master of Science in Public Health with a concentration on health policy and health services research from Emory University.
SPEAKER BIOGRAPHIES

Richard Fish, MBA, Chief Executive Officer, Brown & Toland Physicians, Chair, IHA Value Based P4P Governance Committee

A healthcare leader with 25 years of industry experience, Richard joined Brown & Toland in 2007 as Senior Vice President and became CEO in 2011. Richard has also served in senior leadership roles for Talbert Medical Group, Pacific Cardiovascular Associates/Pacific Hospitalist Associates, Heritage Development Organization, and FHP International. He holds a Bachelor of Science degree from the University of California at Davis and an MBA from the University of Michigan. Richard is also honored to sit on the Board of Directors of both the California Association of Physician Groups and the Integrated Healthcare Association.

Ginamarie Gianandrea, Program Coordinator, Integrated Healthcare Association

Ginamarie Gianandrea is Program Coordinator for the Value Based P4P Program, supporting P4P program communications and operations, with a focus on managing the clinical quality measure set. She is also responsible for meeting and event coordination for several IHA committees and the annual IHA Stakeholders Meeting. Prior to joining IHA, Ginamarie was the Project Coordinator for the California Joint Replacement Registry. Ginamarie received a Bachelor of Arts with honors in Women and Gender Studies with minors in Critical Race Studies and Conflict Resolution from San Francisco State University.

Ann Marie Giusto, RN, Director of Variation Reduction, Sutter Health

Ann Marie Giusto serves as the Director of Variation Reduction for Sutter Health. In this role, Ann Marie leads a team to engage clinicians in analyzing practice patterns to change culture and behavior, increase quality and lower costs. Prior to joining Sutter Health, she was the Vice President of Quality for the California Hospital Association and has held leadership positions at Safeway, Inc., PBGH, and Blue Shield of California. She holds bachelor degrees in Economics from the University of California, Davis and in Nursing from the University of San Francisco.

Jon Glover, PharmD, Director, Medical Outcomes Specialist, Pfizer

Jon is currently a Director, Medical Outcomes Specialist, Pfizer Medical Affairs. He has served various roles within pharmacy including ambulatory care, cardiology, resident training, and managed care, as well as various medical and leadership roles in the US Army Reserve. He serves as an adjunct clinical assistant professor at the University of Arizona and Midwestern University Colleges of Pharmacy. Dr. Glover completed his Doctorate of Pharmacy at the University of Arizona and residency at Southern Arizona VA Medical Center.

David Grace, MScPhm, MBA, Director, Segment Marketing, Bristol-Myers Squibb

David Grace is the Director of the Segment Marketing function within the Value, Access, and Payment Organization at Bristol-Myers Squibb. David has first-hand healthcare delivery system experience in both the EU and the US through a career comprising leadership positions in Retail Pharmacy Management, Managed Care Consulting, and Biopharmaceutical Marketing. David received his Masters of Science degree in Pharmacy from Trinity College Dublin, Ireland and an MBA in Management from the Leonard N. Stern School of Business in New York.

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Eyal Gurion, MBA, Strategic Initiatives Consultant, Integrated Healthcare Association

Eyal Gurion consults on new strategic initiatives for IHA, including the Encounter Data initiative and the Digital Health acceleration program, developing a database tool that captures digital health companies worldwide. Previously, Mr. Gurion worked as a strategy and business development consultant with various healthcare organizations. Prior to that, he worked for Johnson & Johnson’s medical device division in Israel, Agilent Technologies and Applied Materials. He received his bachelor’s degrees in Physics and Electrical Engineering from Tel Aviv University and his MBA from the Haas Business School at U.C. Berkeley.

Stephen Harris, PharmD, Field Director, Novo Nordisk

Stephen Harris is a Professional Scientific Executive with over a decade of Medical Affairs experience and a blend of clinical, research, and business experience and expertise. Currently, Stephen works as a Field Director for Novo Nordisk, leading his team to support diabetes research and education. Over the last 25 years, Stephen has worked for pharmaceutical companies (Proctor & Gamble, TAP, Chiron, CV Therapeutics, Gilead, and Novo Nordisk), managed care organizations (TakeCare, FHP, Health Net, and Blue Shield of California), and clinical hospitals (CPMC and Stanford). Stephen received his PharmD degree from UCSF.

Amy Nguyen Howell, MD, MBA, Chief Medical Officer, CAPG

Dr. Amy Nguyen Howell is a board-certified family practice physician. She currently oversees all clinical programs at CAPG and supports advocacy work in Sacramento and Washington, DC. Additionally, she contributes to the Steering Committee on the Core Quality Measurement Collaborative; Healthcare Payment and Learning Action Network Population-Based Payment Work Group; and Clinical Programs Committee at NCQA. Dr. Nguyen is a faculty member at USC Sol Price School of Public Policy and continues to serve as a family physician at Playa Vista Medical Center.

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The Office of the Patient Advocate thanks IHA for playing an integral role in the production of our annual Health Care Quality Report Cards. With IHA’s dedicated support, OPA has successfully expanded our public reporting to include new Medicare and cost ratings.

~Elizabeth Abbott, Patient Advocate and Director

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**SPEAKER BIOGRAPHIES**

**Andrea Kmetz, RN, Director of Care Management and Quality Assurance, Meritage Medical Network**

Andrea Kmetz is the Director of Care Management and Quality Assurance at the Meritage Medical Network and Meritage ACO. She is responsible for multidisciplinary complex case management and care transitions coaching for 41,000 enrollees as well as a multitude of quality initiatives. She oversees the annual assessment of patient, physician and office manager satisfaction, monthly quality and HCC coding education via Webinar, community Wellness Programs and CME programs for primary care physicians. She earned her Bachelor’s Degree at Chapman University and her Nursing Degree at Samuel Merritt University.

**Lloyd Kuritsky, DO, Medical Director, APEX, Sharp Community Medical Group**

Dr. Lloyd Kuritsky is Medical Director for Advancing Performance Excellence (APEX) at Sharp Community Medical Group. APEX sets the strategic direction for quality, outcomes and efficiency, and patient experience to achieve outstanding performance. Dr. Kuritsky practiced for 20 years at an Internal Medicine practice in La Mesa--Grossmont Medical Clinic--which he founded in 1992. Dr. Kuritsky graduated from Boston University with a B.S. in Biology, completed post-graduate work at Columbia University, and performed Biochemistry research at NYU Medical Center prior to attending the New York College of Osteopathic Medicine.

**Surani Hayre-Kwan, FNP, MBA, Executive Director of Patient Acquisition and Experience, Sutter Pacific Medical Foundation/Sutter Medical Group of the Redwoods**

Surani Kwan works as the Executive Director of Patient Acquisition and Experience for the Sutter Pacific Medical Foundation. Prior to that, she worked as the Executive Director of Operations for five years and as Director of Perioperative Services, Pharmacy and Environmental Services at Sutter Medical Center of Santa Rosa. Ms. Kwan earned her Master’s of Science and Nursing and Family Nurse Practitioner certificate at Sonoma State University, along with an MBA at Sonoma State University.

**Sarah Lally, MSc, Project Manager, Integrated Healthcare Association**

Sarah Lally is a project manager on the Programs and Policy team, with a focus on health care integration and payment innovation. Prior to joining IHA, Sarah worked at the Royal College of Physicians of London on a lung cancer quality improvement project. The project brought together multi-disciplinary teams from different National Health Service trusts to share best practice techniques in diagnosing, treating and supporting patients with lung cancer. Sarah earned a Master of Science in Public Service Policy and Management from King’s College London and a Bachelor of Arts in Political Science from Villanova University.

**Lance Lang, MD, Chief Medical Officer, Covered California**

Dr. Lang serves as Chief Medical Officer of Covered California. Dr. Lang served as Clinical Director for the California Quality Collaborative (CQC) from 2010-2015. His work at CQC included leading an Advanced Primary Care Practice Coaching Collaborative and serving as a coach in the hospital safety program, Partnership for Patients. Dr. Lang was certified by the American Board of Family Practice 1978-2014. He attended Pomona College, the University of Connecticut Medical School and received Family Medicine training at Duke University where he also served as Chief Resident.
SPEAKER BIOGRAPHIES

Lara McKenna, Director of Marketing and Special Projects, Edinger Medical Group

As Director of Marketing and Special Projects, Lara spearheads community patient outreach by involvement throughout Orange County representing the medical group in all local, senior and charitable organizations. With her team leadership and 20 years of experience with Edinger, Lara has been instrumental in creating “The Edinger Culture,” a successful, staff on boarding education that catapulted the group’s patient care experience. The key to Lara’s success has been her advocacy of excellent staff morale and engagement.

Wayne Pan, MD, PhD, MBA, Medical Director, Quality of Care, Genentech

Wayne Pan is a medical director in Quality of Care, US Medical Affairs, at Genentech. Wayne served as the CMO for several San Francisco Bay Area Medicaid managed care plans, started up two Medicare Advantage Dual Eligible Special Needs Plans, served as CMO of two SF Bay Area IPAs, and as the CMO/CMIO for three healthcare technology start-ups. Wayne completed his BA at Johns Hopkins, his MD/PhD degrees at Mt. Sinai and his MBA at The Wharton School. He completed his residency in Orthopaedic Surgery at Thomas Jefferson and a fellowship in hand surgery at the Philadelphia Hand Center.

Jeff Rideout, MD, MA, President and CEO, Integrated Healthcare Association

Jeff Rideout is President and CEO of the Integrated Healthcare Association (IHA). Dr. Rideout is responsible for management of all IHA programs and activities. Prior to joining IHA, Dr. Rideout was the Senior Medical Advisor for Covered California. He also served as SVP and Chief Medical Officer for The TriZetto Group and Blue Shield, and as Cisco’s Chief Medical Officer. Dr. Rideout also holds academic appointments with Stanford University and the University of California, Berkeley Haas School of Business. He received his medical degree from Harvard Medical School and his undergraduate degree from Stanford University. He also holds a master’s degree in Philosophy, Politics, and Economics from Oxford University where he studied as a Rhodes Scholar.

Jennifer Sayles, MD, MPH, Chief Medical Officer, Inland Empire Health Plan (IEHP)

Dr. Sayles is Chief Medical Officer for IEHP, providing clinical leadership across the organization. As a practicing physician in HIV and primary care, Dr. Sayles also brings extensive clinical, public health and research experience to IEHP. Dr. Sayles most recently held the positions of Chief Population Health Officer for LA County USC Medical Center and the Director of Value Based Healthcare for LA County Department of Health Services. Dr. Sayles received her BA in Molecular Biology from Princeton University and her MD at Chicago Medical School. Dr. Sayles received her MPH from the UCLA School of Public Health.

Nik Seifter, PharmD, Regional Health Outcomes Liaison, GSK

Nik Seifter is a Regional Health Outcomes Liaison with GSK in the Northwest region. Previously, he was a psychiatric and critical care pharmacist for Skagit Valley Hospital. Prior to that, he worked as the Director of Pharmacy Services for Haggen, Inc. He obtained his Doctor of Pharmacy from the University of Arizona and his undergraduate education consisted of four years of focus in molecular biology and biotechnology. Currently Nik’s professional focus is in Managed Care decision making, HEOR, health technology assessment and health policy topics.

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SPEAKER BIOGRAPHIES

Maribeth Shannon, MSHA, Director-Informing Decisionmakers, California Health Care Foundation

Maribeth Shannon is director of CHCF's Informing Decisionmakers team, which promotes greater transparency and accountability in California's health care system. Maribeth focuses on increasing the availability and usefulness of health care data, reporting of market trends, and advancing health care performance measurement and reporting. Prior to joining CHCF, she served as assistant vice president for clinical services development for the University of California. Prior to that, she was executive director for an alliance of hospitals and medical groups in the San Francisco area. Maribeth received a bachelor's degree in communications and industrial engineering from Northwestern University and a master's degree in health administration from the University of Colorado.

Carol Wanke, Vice President of Post-Acute Patient Financial Services, Sharp HealthCare

Carol Wanke is Vice President of Post-Acute Patient Financial Services and Managed Care Operations for Sharp HealthCare. Since she joined Sharp in 1991, Carol has held the positions of Manager of skilled nursing services and the Director of Patient Financial Services for receivable management for physician, skilled nursing, home health, hospice and home infusion services. She serves on numerous boards and committees, and is currently co-chair of the ICE Encounter Standardization Team.

Michael Weiss, DO, Vice President, CHOC Health Alliance, Chair, IHA Value Based P4P Technical Measurement Committee

Dr. Weiss is currently the Vice President of CHOC Health Alliance as well as the physician lead for the CHOC Children’s Division of Population Health. Prior to his current position, Dr. Weiss practiced general pediatrics in South Orange County for over 20 years with Southern Orange County Pediatric Associates, then served as the Medical Director of Quality and Performance Improvement with Monarch HealthCare. He is past president of the Orange County Chapter of The American Academy of Pediatrics and is co-chair of the California Quality Collaborative. He also chairs IHA’s Technical Measurement Committee. Dr. Weiss graduated from The University of Michigan and completed medical school at The Western University of Health Sciences in Pomona.

Melissa Welch, MD, MPH, Vice President, Clinical Quality Network & Markets Support, Blue Shield

Dr. Melissa Welch is the Vice President of Clinical Quality, Network and Markets Support at Blue Shield. In this role she drives and executes clinical quality initiatives, specialty care transformation, leads clinical oversight of provider organizations in the network, and supports the Markets team in promoting growth and customer retention. Dr. Welch also founded and led Perspectives of Differences Diversity Training and Consultation Services. Dr. Welch holds a Master's in Public Health Epidemiology from UC Berkeley, an MD from Harvard Medical School, and a BS in Biology from UC Irvine.

Dolores Yangihara, MPH, Vice President, Performance Measurement, Integrated Healthcare Association

Dolores Yanagihara is IHA's Vice President, Performance Measurement. She led the development and transition of the California P4P program to Value Based P4P, which incorporates performance on quality, cost, and resource use into health plan incentive payments to physician organizations. Ms. Yanagihara has a deep understanding of the P4P program, including measurement, methodologies, and processes. Her focus is now on the development of new strategic initiatives in performance measurement, reporting, data use, and related areas. Ms. Yanagihara earned an MPH from the University of Hawaii and a BS in Biology from the University of Notre Dame.

Jill Yegian, PhD, Senior Vice President, Programs and Policy, Integrated Healthcare Association

Jill Yegian leads IHA’s program staff, with oversight for health care integration, performance measurement and reporting, and payment innovation. Prior to IHA, she co-directed the American Institutes for Research’s (AIR) Health Policy and Research Group. Prior to joining AIR, Dr. Yegian spent 13 years with the California Health Care Foundation (CHCF), where she worked to improve the State’s financing and delivery systems for health care. She has published widely in peer-reviewed journals, authored a book, and presents to research, policy, and industry audiences regularly. She received a bachelor’s degree in human biology from Stanford University and a PhD in health services and policy analysis from the University of California at Berkeley.
Conference Supporters

IHA is grateful to the following organizations for helping support the 2016 IHA Stakeholders Meeting. Please take the time to visit each of them during the morning and afternoon refreshment breaks.

Gold:

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Exhibitors:

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About Office of the Patient Advocate—The Office of the Patient Advocate’s mission is to improve California health care quality and advocate for consumer interests by publicly reporting data for informed decision making. To this end, OPA produces Health Care Quality Report Cards and Complaint Data Reports. Please visit www.opa.ca.gov.

About Boehringer Ingelheim—Boehringer Ingelheim is one of the world’s leading biopharmaceutical companies. The family-owned company has been committed to researching, developing, manufacturing and marketing novel treatments for human and veterinary medicine. Visit us at www.us.boehringer-ingelheim.com, or on Twitter @BoehringerUS.

About GlaxoSmithKline—GlaxoSmithKline, a science-led global healthcare company, is committed to improving the quality of human life by enabling people to do more, feel better and live longer. We research and develop a broad range of innovative products in three primary areas of Pharmaceuticals, Vaccines and Consumer Healthcare, which help millions of people around the world. To learn more about GSK, please visit www.gsk.com.

About Astellas—At Astellas, we improve lives through innovative and effective medicines. Our dedication to changing tomorrow for patients and our customers fits closely with our strong scientific orientation and focus on the community in which we work and live. For more information on Astellas, please go to www.us.astellas.com.

About Celgene—Celgene is a global biopharmaceutical company committed to improving the lives of patients worldwide while focusing on the discovery, development, and commercialization of products for the treatment of cancer and other severe, immune, inflammatory conditions. We seek to deliver truly innovative, life-changing treatments for our patients. Visit www.celgene.com.

About Wellcentive—Our solutions are built to help our customers improve quality, optimize revenue, and transform the healthcare process. Our value-driven PHM solution combines our more than 11 years of PHM experience with highly scalable cloud-based technology and transformative services to deliver clinical, financial and human outcomes. Visit www.wellcentive.com.

About TransUnion—TransUnion LLC is a global leader in credit and data management. Within the healthcare industry we have over 25 years’ experience as the leader and pioneer in Encounter data capture covering 70% of California’s capitated health plan members. Visit www.transunion.com/payors.

About Novo Nordisk—For nearly a century, we have been committed to ending diabetes. And as a leader in research, education, and unique partnerships, we’re nearly there. Because we never lose sight of the fact that every day patients dream about a future free from their disease. For information, visit www.novonordisk-us.com.

About Exact Sciences—Exact Sciences is a Madison, WI based company that is dedicated to partnering with healthcare providers, payers, patients, and advocacy groups to eradicate colorectal cancer. Exact Sciences developed Cologuard, a noninvasive, stool DNA based, colorectal cancer screening test to help achieve this mission. Visit www.exactsiences.com.
Breakout Sessions:
- Carmel
- Los Angeles
- International B

General Sessions:
- International B

Lunch:
- International A

Exhibit Hall & Refreshments:
- Pacific Ballroom
The Integrated Healthcare Association would like to thank all of the following Pay for Performance Committee chairs, members, and staff that dedicate their time and energy to the success of the Value Based P4P Program.

**VBP4P Governance Committee**

**Role:** Set the strategy and direction for the P4P program and serve as its governing body.

**Chair:** Richard Fish: Brown & Toland Physicians

**Members:**
- Larry deGhetaldi, MD: Palo Alto Medical Foundation
- Jacob Furgatch: Premier Health Plan
- Terri Guzy: Health Net
- Terry Hill, MD: Hill Physicians
- Don Hufford, MD: Western Health Advantage
- Barsam Kasravi, MD: Anthem Blue Cross
- Deanna Kyrimis: Arch Health Partners
- Janet Lundbye: UnitedHealthcare
- Philip Madvig, MD: The Permanente Medical Group
- Armine Papouchian: Blue Shield of California
- Mark Schafer, MD: MemorialCare Medical Foundation
- Cary Shames, DO: Sharp Health Plan
- Greg Stevens: Aetna
- Michael Weiss, DO: CHOC Health Alliance
- Peter Welch: Cigna

**VBP4P Technical Measurement Committee**

**Role:** Advise the P4P Governance Committee on technical issues related to measurement.

**Chair:** Mike Weiss, DO: CHOC Health Alliance

**Members:**
- Marnie Baker, MD: MemorialCare Medical Group
- Christine Castano, MD: HealthCare Partners
- Cheryl Damberg, PhD: RAND
- Ellen Fagan: Cigna
- John Ford, MD: Family Practice Physician
- Peggy Haines: Health Net
- Chris Jioras: Humboldt-Del Norte IPA
- Marcus Lee: Blue Shield of California
- Ranyan Lu, PhD: UnitedHealthcare
- Leticia Schumann: Anthem Blue Cross
- Kristy Thornton: Pacific Business Group on Health
- Ralph Vogel, PhD: SoCal Permanente Medical Group

**VBP4P Technical Payment Committee**

**Role:** Advise the P4P Governance Committee on technical issues related to incentive payment design.

**Chair:** Michael van Duren, MD: Sutter Health

**Members:**
- Mollie Allan: Sharp Health Plan
- Carla Allison: Cigna
- Adam Cheung: Anthem Blue Cross
- Teresa David: Facer Medical Foundation
- Ritu Grover: Aetna
- Leigh Hutchins: NAMM California
- Robert Kuecks: Health Net
- Matthew Low: UnitedHealthcare
- Khanh Nguyen, PharmD: Hill Physicians
- Judy Shubin: MemorialCare Medical Foundation
- Alexander Vojta: Blue Shield of California

**VBP4P Appeals Panel**

**Role:** To review and resolve appeals submitted during the Quality Results Questions and Appeal Period.

**Members:**
- Mollie Allan: Sharp Health Plan
- Carla Allison: Cigna
- Marnie Baker, MD: MemorialCare Medical Group
- Cheryl Damberg, PhD: RAND
- Leticia Schumann: Anthem Blue Cross
- Lydia Simon, PharmD: Greater Newport Physicians
- Mike Weiss, DO: CHOC Health Alliance

**IHA VBP4P Team**

Lindsay Erickson
Ginamari Gianandrea
Anna Hughes
Thien Nguyen
Joe Rowley
Dolores Yanagihara

**NCQA VBP4P Team**

Alana Burke
Jennifer Lenz
Brandi Melville
Karen Onstad

**Truven Health Analytics P4P Team**

Maren Crandell
Carol Forhan
Bill Immel
Barbara Tillotson
About the Integrated Healthcare Association

The Integrated Healthcare Association (IHA) is a nonprofit multi-stakeholder leadership group that promotes healthcare quality improvement, accountability and affordability for the benefit of all Californians. IHA has over a decade of experience leading regional and statewide performance measurement and incentive programs, and serving as an incubator for pilot programs and demonstration projects.

As a regional healthcare improvement collaborative, IHA convenes diverse, cross-sector organizations to collaborate on challenging healthcare issues. IHA membership includes industry-leading health plans, physician groups, and hospital systems, plus academic, consumer, purchaser, pharmaceutical and technology representatives. Principal projects and activities include the California Value Based Pay for Performance Program, performance measurement, payment innovation, administrative simplification, and promoting the use of health information technology and integrated care delivery.

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