PHC Health Care Guide Andrea Evans earned an Honorable Mention from the Association for Community Affiliates Plans for her work in Shasta County emergency rooms; and PHC was honored by the Coalition for Compassionate Care of California for our work in palliative care (Page 19).

There’s much more in this report, too. Check out the photos of PHC staffers having some fun with our 25th anniversary balloons, read up on how we celebrated the big 2-5, and when you’re done reading, take a look at a special video marking 25 years of Partnership.

Thanks for your support,
Elizabeth Gibboney, CEO

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We’ve grown tremendously in terms of geography, membership, staff, and the benefits we provide. But our mission of serving our members and communities remains constant.

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Elizabeth Gibboney, CEO

CEO Message

Welcome to the 25th anniversary edition of our Community Report! Partnership HealthPlan of California (PHC) began operations in May 1994 as Solano Partnership HealthPlan. Since then, a lot more than our name has changed. We’ve grown tremendously – in terms of geography, membership, staff, and the benefits we provide. But our mission of serving our members and communities remains constant.

I was here at the beginning, under the leadership of founding CEO Jack Horn (shown with me in this very old Polaroid), and am proud to still be here doing the work of providing quality health care to our members. I’m not alone in my longevity at PHC. On Page 4, you’ll meet our 25-Year Club.

Over these 25 years, PHC has served millions of members. In this report, we highlight a few of our current members. There’s Beverly Franklin (Page 4), who serves on our Community Advisory Committee and is a shining example of a living a healthy lifestyle. There’s Cesar Orozco (Page 10), who at age 24 learned he had colon cancer and is now poised to begin his studies at UC Berkeley. And then there’s young Cedric Coburn (Page 15), who because of a cerebral palsy diagnosis qualifies for California Children’s Services and our Whole Child Model program. His family’s story will touch your heart, as it touched mine.

The health of our members relies on the dedicated providers in our 14-county network, and we do all we can to keep our provider network growing. One of our newer providers is Morgan Hines (Page 9), who is dedicated to serving patients in rural communities. We thank her and all our providers for their commitment.

This anniversary year has been full of accomplishments for PHC: we received Interim Accreditation from the National Committee of Quality Assurance (Page 7).
Where We Started: Solano County and PHC Working Together for Community Health

Partnership HealthPlan of California (PHC) began operations in May 1994 in Solano County with 53 providers and 45,000 members under the name Solano Partnership HealthPlan. A name change and 25 years later, we serve 14 counties with 542,217 members and 5,286 providers.

Dr. Steve Gwiazdowski has been with PHC since the beginning. He works for NorthBay Healthcare as a neonatologist. “It’s very reassuring to me to know that the Partnership HealthPlan of California is aligned philosophically with me as a physician to know that we both want the best thing for the patient,” Gwiazdowski said.

“It’s just providers who enjoy working with PHC; Solano County employees also enjoy the partnerships we’ve formed over the years. Santos Vera, executive director of Family Health Services with Solano County, is now to working with PHC, but the quality of service we provide to members and providers has left an impression on him. “We’re established together as partners, we’re moving together to make sure that we both want the best thing for the patient,” says Vera.

“When you’re trying to recruit staff, get your computer systems up, and pay claims, you’re not thinking, ‘what’s my mission?’ ” Jack Horn, founding CEO of PHC (now retired) and the plan’s first employee, it wasn’t always that way. “When you’re trying to recruit staff, get your computer systems up, and pay claims, you’re not thinking, ‘what’s my mission?’ ”

Gwiazdowski said. “Partnership embraces that model; we certainly embrace that model in the way we deliver care.”

“The PHC Vision shows in high employee satisfaction. For several employees who’ve been here since the start, it’s been quite an experience. Here’s what they had to say:

Paula Frederickson, Senior Director of Claims Strategy: “It has been fun, challenging, and satisfying to see our growth and to assist our members.”

Liz Gibboney, CEO: “We are much larger now, but also we are responsible for a much broader range of services. We’re always working to improve ourselves and our organization – I know that will never change!”

Dave Hordof, Director of Enterprise Information Management: “I’ve been given the opportunity to grow up with the company … I appreciate how there’s always been a family feel and that I’ve always been allowed to be me.”

Linda Largent, Executive Assistant to the Chief Medical Officer: “It has never been dull, with something new and challenging each year, and we continue to evolve.”

PHC’s 25-Year Club: On Staff from the Start

Over the years, Partnership’s staff has grown enormously. What started as a handful of employees is now 800-plus. Our staff is important to us, and it shows in high employee satisfaction. For several employees who’ve been here since the start, it’s been quite an experience. Here’s what they had to say:

Linda Largent, Linda Legend, Dave Hordof, Liz Gibboney, and Paula Frederickson

From left: Jocelyn Hust, Linda Legend, Dave Hordof, Liz Gibboney, and Paula Frederickson

Celebrating 25 Years of Partnership

On April 23, 2019, PHC celebrated its 25th anniversary by hosting a special community event that included current and past members of our Board of Commissioners, community partners, staff, PHC members, and others.

CEO Liz Gibboney spoke alongside founding CEO Jack Horn, recognizing past accomplishments (county expansion, benefit implementation) and giving a peak to the future (NCQA Accreditation). Those in attendance were treated to the premiere of PHC’s 25th anniversary video. The video includes interviews from individuals who were fundamental to the establishment of PHC, as well as members and staff, and is peppered with pictures of past events. This video can now be viewed on the PHC’s YouTube page, or by going to www.partnershiphp.org/about and click on the video link under “Publications.”

Attendees at the 25th anniversary event were also treated to a tour of PHC’s new Fairfield building – next door to the main Fairfield office.

Thank you to all of our community partners who have supported us these past 25 years!
NCQA Accredited: Delivering High Quality Care

PHC underwent formal NCQA Interim Accreditation on June 3, 2019. NCQA provided PHC with a final report on August 15, 2019, which included PHC’s formal certificate indicating an Interim Accredited Status.

The National Committee of Quality Assurance (NCQA) is a private, not-for-profit organization dedicated to improving health care quality. The NCQA seal is a nationally recognized symbol of quality. The seal is a reliable indicator that an organization is well-managed and delivers high-quality care and service in six major areas: Quality Management and Improvement, Population Health Management, Utilization Management, Credentialing, Members’ Rights and Responsibilities and Member Connections. PHC is pleased that we embarked on the journey of NCQA Accreditation, because of its rigorous standards and emphasis on high-quality health care delivery.

Providing high quality health care to our members is fundamental to PHC’s vision: To be the most highly regarded managed care plan in California. NCQA Health Plan Accreditation supports this goal in multiple ways:

- It provides a framework to guide our operational and quality improvement activities
- It offers a nationally recognized standard and definition for a high quality health plan, which will allow PHC to compare ourselves objectively against other high quality plans
- It is the only health plan assessment that bases its results on clinical performance (HEDIS) and member experience (CAHPS)

In parallel to our work in obtaining Interim Accreditation, PHC launched efforts within the organization to ensure readiness for the next step, formal First Survey, scheduled in November 2020.

Cooperation among departments and teams has been instrumental in receiving this honorable achievement. A number of policies and procedures, departmental and/or plan-wide were assessed, evaluated, and refined to meet NCQA’s robust and comprehensive standards for both Interim and First Survey. In addition, through a number of analyses, we determined interventions to improve in the areas of Population Health Management, Continuity and Coordination of Care, Member Experience and Network Adequacy. PHC is thrilled about this outstanding accomplishment.
A Walk in the Park: Beverly Franklin is an Inspiration to her Community

Beverly Franklin can be seen walking in her American Canyon neighborhood every day, with very few exceptions. She usually walks twice a day, but doesn’t really keep track of how long she walks – or how far.

“I just go,” says Beverly, age 79. For the record, she walks 7 miles a day – 3 in the morning and 4 in the evening.

She’s been going – walking laps at the park, strolling the Carquinez Bridge, and participating in charity walks – for 37 years.

It was October 1982, and Beverly was having back trouble. Her doctor and physical therapist encouraged her to walk to ease her pain, as she didn’t walk much at all.

Then, suddenly, she was paralyzed from the waist down – for six and a half hours. Beverly says she made a deal with God: “I said if God would unlock my legs, I would start walking and not stop.” The feeling returned to her legs, “and I kept my part of the bargain,” she says.

Since then, she has maintained good health, despite several surgeries, including shoulder replacement. After each setback, she gets right back to walking.

Beverly, a PHC member who serves on our Consumer Advisory Committee (CAC), says walking improved more than her physical health. “Walking, for me, it’s really good for my mind, and helps me deal with pain,” Beverly says. “I like to get out there and be in tune with nature.”

She is also in tune with her neighbors. She gets many hellos, waves, and smiles during her daily walks.

One of Beverly’s walking partners is Sonja Bjork, PHC chief operating officer, who recruited Beverly to the CAC and who occasionally stops by Beverly’s for an after-work walk.

Sonja recalls a couple who stopped to chat on one of those walks. “The woman said ‘this lady saved my life,’” Sonja remembers. The couple had watched Beverly walk by their house day after day, and were inspired to get up off the couch.

“The thing about Beverly is, she doesn’t lecture people about changing their habits,” Sonja says. “She does it by example.”

Beverly keeps a journal where she writes down inspirational quotes and ideas that strike her while she’s walking. After a surgery a few years back, a friend offered an observation on the sort of person Beverly is, a quote good enough to put in the journal: “Tough times don’t last. Tough people do.”

Keep walking, Beverly!

Serving Rural Communities: Morgan Hines’ Journey to Humboldt County

Growing up in rural Elko, Nevada, Morgan Hines endured a spinal tap as a second grader, due to a wrongly suspected case of meningitis. After six days of not knowing the cause of her illness providers then realized a simple antibiotic was all she needed.

That experience prompted Morgan to pursue a career as a physician assistant and make health care better for people in rural areas.

“After two clinical rotations in Humboldt County, I realized where I wanted to fulfill my goal,” says Morgan, a 2018 graduate of the physician assistant program at the UC Davis Betty New Moore School of Nursing. “Living (in Humboldt County) felt like home. I connected with people who lacked access to good care. I knew it’s where I wanted to practice after graduation.”

For clinical students like Morgan, exposure to health care in Humboldt County is possible thanks to donor support that provides housing for students during their rotations. The Humboldt Clinical Student Housing Fund is made possible thanks to the support of PHC, St. Joseph Health, and Redwood Memorial Hospital Foundation. PHC also further supported Morgan with financial incentives from our Provider Recruitment Program.

“Without the opportunity to live and train in Humboldt County, my passion for working in rural communities would not have been rekindled,” she says.

In January 2019, Morgan started practicing at Redwoods Rural Health Center in Humboldt County. “Not only did they choose me, but I chose them,” Morgan says.
After his own tough battle with cancer, Cesar Orozco wants to help others

Cesar Orozco, a PHC member from Sonoma County, was 24 when he was diagnosed with Stage IV colon cancer. Treatment included two surgeries and multiple rounds of chemo; he also had to have his toes amputated, and at one point was so sick he was put into a medically induced coma.

Then, about 16 months after his initial diagnosis, Cesar was diagnosed with cancer a second time. It was at this point that Katherine Barresi, then a nurse case manager at PHC, was assigned to Cesar’s case.

When he first spoke with Katherine, Cesar was devastated by his diagnosis and frustrated with the complexities of the health care system.

Katherine helped him navigate the red tape to ensure he got the care he needed. She also gave him encouragement and helped him identify tools to ease his emotional burden.

He found riding his bike was a healthy outlet and that listening to music (rapper DMX, specifically) kept his spirits up. Katherine also taught him to use guided imagery when he was upset. Cesar says he would imagine a cherry tree and the leaves falling down, “like cancer leaving my body.”

Perhaps most importantly, Katherine connected Cesar with a counselor. As a young Mexican-American man, Cesar says, “I’d never really asked for help. My machismo, I guess.”

But therapy made all the difference. “The first time in therapy, I cried and cried,” he says.

Through these experiences, Cesar said he learned to seek help. “You can’t do it by yourself,” he says. “You need support from counselors, family, and friends.”

Cesar’s family and friends offered to drive him to his appointments, and were eager to come to chemo with him. “They see me as a special person now,” Cesar says. “Personally, I know cancer has changed my life.”

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Two of those supporters, and fellow soccer fans, are his sisters, who traveled with Cesar to the World Cup in Brazil in 2014. Upon their return, Cesar wanted to check on the status of the cancer. He called Katherine to tell her the results.

The cancer – metastatic colon cancer with a 4% chance for survival – was gone.

After the clear scan, Cesar didn’t need regular case management from Katherine, who eventually became PHC’s associate director of Care Coordination. However, they’ve remained in contact over the years.

In 2018, Cesar reached out to Katherine. He wanted her to know his scans were still clear, and he’d been working on his well-being – especially his mental and emotional health. He’d also been attending classes at Santa Rosa Junior College and mapping out a career path.

He wants to give back. Cesar plans to study sociology and become a counselor or occupational therapist. “At the end of the day, I just want to help people,” he says.

Now 31, Cesar had a busy 2019. In the spring, he was accepted at UC Berkeley, where he will begin his studies in January.

He also received his associate’s degree from Santa Rosa Junior College. At his graduation was a large group of family, friends, and supporters. Including Katherine.

“As a nurse, my goal is to always help the patient achieve whatever goals they may have for their health and for their lives,” Katherine says. “Standing alongside their wonderful family and friends, cheering him on together, reminded us all of the infinite possibilities that exist!”

Not only is Cesar moving toward his life goals, he is also on track with his health goals. In May, he returned to the doctor for another scan – all clear, still no sign of cancer.

Congratulations, Cesar!

PHC member Cesar Orozco was awarded $1,000 in the 2019 Association of Community Affiliated Plans (ACAP) Scholarship Essay Contest. PHC invited members currently seeking higher education and interested in pursuing a career in health care or social services to apply for the scholarship. Cesar’s application was chosen as PHC’s entry. While Cesar didn’t win the top prize of $5,000, the ACAP panel was so impressed by his story, that they sought a funding partner to award him $1,000. Cesar’s essay told of his cancer battle, the support he received from PHC, and emphasized his desire to help others.

Here’s an excerpt: “I am still living and breathing because of all the assistance I have received from Partnership HealthPlan of California. What everything was going wrong in my life, I could only see the negative, but once I got mental support I was able to see the positive side of life through some tough days. I am considered a medical miracle, and the hundreds of people who have supported me through my dark path are the reason I am still alive. This is the reason that I go to school because I want to support other people through their obstacles in life, and I won’t live a life without helping others.”

Scholarship winner
MEMBER DEMOGRAPHICS

Members
Total PHC Membership (as of August 1, 2019): 540,498

Population
Percentage of 14-county total population who are PHC members: 26%

Membership by Region (as of August 1, 2019):
- Northwest: 62,887
- Northeast: 89,325
- Southwest: 206,070
- Southeast: 182,216

PHC Regions
- Northwest
- Northeast
- Southwest
- Southeast

NATIVE AMERICAN 2%
AFRICAN-AMERICAN 6%
HISPANIC 20%
OTHER 20%

CAUCASIAN 43%
ENGLISH 78%
TAGALOG 1%
OTHER, INCLUDING RUSSIAN 4%
SPANISH 18%

MEMBER ETHNICITY
MEMBER LANGUAGE
MEMBER AGE

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PHC Regions:
- Northwest
- Northeast
- Southwest
- Southeast

Ethnicity:
- Caucasian 43%
- Hispanic 29%
- Other 20%
- Native American 2%
- African-American 6%
- Other, including Russian 4%
- Spanish 18%
- Tagalog 1%
- English 78%

Age:
- 0-10: 31%
- 11-19: 31%
- 20-44: 20%
- 45-64: 18%
- 65+: 8%
Supporting Families, One Child at a Time

Cedric Coburn's favorite place in the world is Disneyland. He likes pizza, classic rock, movies about Santa Claus, and the color orange. He enjoys time with his family—mom Samantha, dad Fred, and sister Alyssa. And he'll do just about anything for a balloon!

Because of his diagnosis of cerebral palsy, 16-year-old Cedric is eligible for California Children's Services (CCS), a state program for children with special health care needs. Previously, Cedric's CCS care was administered through Napa County. But in January 2019, following a state mandate, PHC became responsible for providing both CCS and Medi-Cal care for eligible children, including Cedric. PHC calls this integrated effort our Whole Child Model.

Samantha Coburn is grateful for the change, particularly because Cedric was assigned a PHC case manager, Melissa Jabonero. A registered nurse, Melissa helped make the transition to PHC as smooth as possible.

"It's been nice having someone to talk to," Samantha says about Melissa, who has offered information about resources, appointments, and medical equipment.

Melissa provided updates about a surgery that Cedric had scheduled near the time of the transition to PHC. She confirmed plans and logistics, and when any hiccups or delays occurred, Samantha wasn't left to wonder what was going on.

From Melissa's perspective, the RN case managers in our Care Coordination Department, play a pivotal role for members, especially those with special health care needs.

"I like to think of it as not walking behind them or walking in front of them but beside them," Melissa says of her role in supporting a member and their family.

Samantha agrees. "Just having her call and check in was calming. At least I knew what was going on behind the scenes."

Cedric's surgery went well, and Melissa continues to check in regularly with the family. Samantha has been checking in with PHC as well. She volunteered for the Family Advisory Committee, a group that advocates for children in our Whole Child Model program, and was selected to be the group's chairwoman.

"I believe in this," says Samantha, who has been recruiting for the committee by reaching out to parents of other CCS-eligible members.

"I really do think parents' involvement can be so constructive," she says. "At the end of the day, it will help your child if we're looking out for what's best for all kids."

We thank Samantha for her dedication, and we look forward to continuing our support of Cedric and all kids in the Whole Child Model program.

Family Advisory Committee (FAC) Seeking Members

The Whole Child Model FAC advocates for PCH members who are eligible for California Children's Services (CCS). FAC meetings are a great place to share information and connect with others who share similar concerns.

FAC members include CCS family representatives or members, community groups, and/or consumer advocates. If you would like to be part of FAC, please email FAC@partnershiphp.org.

A Helping Hand in the Emergency Department

Where do you go to reduce avoidable emergency room visits? Directly to the source — the Emergency Department (ED). From September through November 2018, Health Care Guide Andrea Evans spent four days a week in the EDs at Shasta Regional Medical Center in Redding and Fairchild Medical Center in Yreka. Andrea's focus, and the purpose of the ED Navigator Project, was to connect with our hard-to-reach members and provide in-person navigation.

During her 2018 stint in the ED, Andrea met with 169 members and was able to provide valuable real-time support. This was especially beneficial for homeless members and others for whom we don't have current contact information.

For her efforts, Andrea received an Honorable Mention in the Association for Community Affiliated Plans' 2019 Making a Difference Award. The award honors health plan employees who "go beyond the boundaries of their job description to improve their community and fulfill community needs."

Andrea provided a variety of interventions based on the members' needs. Sometimes it was as simple as explaining benefits and educating how to access the online Member Portal or other PCH services; other times, she engaged in case management by connecting the member to a follow-up primary care appointment, arranging transportation, or helping them with other community resources.

The ED Navigator Project relaunched in July 2019 at Shasta Regional Medical Center. The ED Navigator team included Andrea and two additional PCH health care guides, Gloria Castellanos and Jennifer Olsom.

Andrea says she has loved interacting with the members face-to-face, and we think these efforts perfectly embody our mission "to help our members, and the communities we serve, be healthy."
An Innovative Approach to Substance Use Disorders

Nearly 1 in 12 Californians (2.7 million) are living with a substance use disorder (SUD), a 2018 study on Substance Use in California from the California Health Care Foundation reports. Unfortunately, only 10 percent will receive treatment, according to the study. Due to limited resources, counties throughout California are unable to provide the full spectrum of care needed to assist those living with SUDs. To overcome this challenge, PHC is collaborating with Humboldt, Lassen, Mendocino, Modoc, Shasta, Solano, and Trinity counties on an innovative approach to increase access by combining SUD services in those counties.

All SUD services are based on medical needs and can include:

• Residential treatment
• Intensive Outpatient
• Outpatient
• Narcotic Treatment Program
• Other Medication Assisted Treatment
• Recovery Services/Aftercare

PHC anticipates that services will be offered through this collaboration, called “Wellness & Recovery,” starting in early 2020.

For PHC counties that are not part of this regional collaboration, PHC will continue to work closely with each county to ensure that members have access to necessary services.

High-Quality Care Requires High-Tech Claims System

PHC is committed to operational excellence. As health care evolves, it is necessary to ensure that our internal operating systems are able to support our staff in delivering high-quality health care.

Over the past couple years, we have been preparing to replace our current claims/eligibility system. Our current system is more than 20 years old, which makes it a dinosaur in the tech world, and has reached its potential to support PHC. This year, our Core Implementation Program took significant steps to push this multi-year project forward.

The PHC project team worked diligently to research and evaluate multiple vendors. Ultimately, HealthRules Payor™, a next-generation core administration system from HealthEdge was selected.

Once HealthRules Payor™ is implemented, we will be able to provide a scalable and robust claims system that provides agility to meet the needs of our providers and members. The new system will increase claims auto-adjudication, quality, and processing precision. This will allow us to decrease the staff hours dedicated to both configuration and claims processing and reduce the risk for errors and increasing our efficiency.

In June 2019, PHC launched the official kick-off for the implementation of HealthRules Payor™ with a target go live midyear in 2021.
Leading the Way in Palliative Care

The Coalition for Compassionate Care of California (CCCC) honored PHC with the 2019 Leadership Award on April 9, 2019, at the CCCC’s annual palliative care summit in San Francisco.

The Compassionate Care Leadership Awards recognize individuals and organizations that are changing how people who are seriously ill or approaching end of life are cared for.

This is what the CCCC had to say about why PHC was honored with an award:

“Through their Partners in Palliative Care program, which was initially piloted in 2015, PHC has developed a network capable of providing palliative care services in each of the 14 counties the health plan serves and expanded its eligibility criteria beyond the state-required diagnoses. PHC also offers annual advance care planning (ACP) training to its provider network and has provided grant funding to support the development of new ACP community coalitions in Humboldt, Lake, Siskiyou, and Yolo counties.”

CEO Liz Gibbonney, Chief Medical Officer Dr. Robert Moore, and Senior Project Manager Barbara Selig accepted the award at the summit on behalf of PHC.
Finance Update: Fiscal Year 2018-19

Financial stewardship is one of PHC’s guiding principles. Being fiscally responsible allows us to fulfill our commitment to providing all our members with high quality health care. Keeping our administrative expenses low, at under 5 percent, we are able to focus our financial resources on programs and benefits that help our members, and the communities we serve, be healthy.

Roughly 92 cents of every dollar PHC receives from the state goes to health care costs.

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<thead>
<tr>
<th>CATEGORY</th>
<th>AMOUNT</th>
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<tr>
<td>Fee for service hospital, physician, and other costs</td>
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<tr>
<td>Capitated physician, hospital, and other costs</td>
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<td>Long-term care</td>
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<td>Pharmacy</td>
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<td>Quality Improvement Program</td>
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<tr>
<td><strong>TOTAL HEALTH CARE EXPENDITURES</strong></td>
<td><strong>$2.57 billion</strong></td>
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Board of Commissioners

Jonathon Andrus, Fairchild Medical Center
Aimee Brewer, NorthBay Healthcare
Mary Kay Brooks, Kaiser Foundation Hospital
Lewis Broschard, M.D., Sutter Medical Group
Amby Burum, Consumer
Tammy Moss Chandler, Mendocino County Health and Human Services Agency
Paula Cohen, Retired
Greta Elliott, I’SOT Inc. dba Canby Family Practice Clinic
Donnell Ewert, Shasta County Health and Human Services Agency
Richard Fogg, Retired
Letty Garza, Trinity County Health and Human Services
Dean Germano, Shasta Community Health Center
Alicia Hardy, Ole Health
Randall Hempling, Retired
Gerald Huber, Solano County Health and Social Services
Lynn Hudgens, Northeastern Rural Health Clinics
Dave Jones, Mountain Valleys Health Centers
Karen Larsen, LMFT, Yolo County Health and Human Services Agency
Viola Lujan, La Clinica
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Mitesh Popat, M.D., Marin Community Clinic
Kathryn Powell, Petaluma Health Center
John Reeves III, United Indian Health Services, Inc.
William Remak, Consumer
Barbie Robinson, Sonoma County Department of Health Services
Heather Snow, Del Norte Department of Health and Human Services
Cheyenne Spetzler, Open Door Community Health Center
Nancy Starck, Humboldt County Department of Health and Human Services
Kim Tangermann, MCHC Lakeview Health Center
Matthew Willis, M.D., Marin County Department of Health & Human Services
Allan Yamashiro, Sutter Davis Hospital
Jennifer Yasumoto, Napa County Health and Human Services

For additional information, please contact:

Dustin Lyda
Associate Director of Communications and Public Affairs
(707) 420-7528
dlyda@partnershipphp.org