Meeting the Healthcare Challenge

Since 1992, HealthCare Partners has been committed to developing innovative models of healthcare delivery that improve our patients’ quality of life while containing healthcare costs. Our strength is in our steadfast commitment to our guiding principle of coordinated care. Our physicians strive daily to bring the benefits of coordinated care to our more than 675,000 managed care patients nationally, who represent the diversity of cultures, socio-economic groups, ages, and health statuses in the communities we serve. The challenge ahead will be to join with other like-minded physicians and healthcare organizations to lead the transformation of the country’s healthcare delivery system to assure quality, access, and affordable care for all.

About the Cover

The Point Vicente Lighthouse, just a few miles west of our HealthCare Partners central offices in Los Angeles, has remained vigilant for 84 years as an important navigational aid, ensuring safe passage through a dangerous stretch of coastal water. It is the brightest beacon in Southern California; its light can be seen 20 miles away due to its high elevation and the expert craftsmanship of its hand-ground lens. Like the lighthouse, over the years HealthCare Partners has successfully guided our patients in their healthcare. Today, we continue to strive to be a beacon of safe harbor and trust.

Source: Palosverdes.com
Through well-planned growth, we increase our ability to provide quality healthcare and positive patient experiences for an ever-growing number of communities, while holding back escalating healthcare costs through greater efficiency.

Our History

HealthCare Partners Medical Group was formed in 1992 when Los Angeles-based California Primary Physicians, Pasadena-based Huntington Medical Group, and East Los Angeles-based Universal Medi-Co joined forces. By the end of 1997, Bay Shores Medical Group in Redondo Beach and Memorial Medical Group in Long Beach joined the HealthCare Partners family.

In 1996, Alliance of Private Practice Physicians became the first in our now expansive network of independent physician associations (IPAs). Unified Physicians of the South Bay soon followed.

Since its founding, HealthCare Partners has grown significantly, becoming one of the largest medical groups in the nation. Growth in the last decade was particularly noteworthy, with four staff-model medical groups teaming with HealthCare Partners in California: Greater Valley Medical Group in the San Fernando Valley, Harriman Jones Medical Group in the Long Beach area, Arroyo Seco Medical Group in Pasadena, and Talbert Medical Group headquartered in Orange County.

In 2006, HealthCare Partners expanded outside of California with JSA Holdings, Inc., including JSA Healthcare (dba JSA Medical Group) and AmeriDrug Pharmacy in Florida and Pinnacle Health System in Nevada (which became HealthCare Partners of Nevada).

In addition, our IPA network was strengthened by Physician Associates of the Greater San Gabriel Valley in Pasadena in 2008, Northridge Medical Group in the San Fernando Valley in 2009, and many other practices that chose to affiliate with HealthCare Partners as a benefit to their patients and practices.
HealthCare Partners Has Navigated a Course for Growth
A Perpetual Process of Collaboration and Innovation

1992
California Primary Physicians, Huntington Medical Group, and Universal Med-Co merge
Clinical Research Program established

1993
Merged company is named HealthCare Partners Medical Group

1994
Bay Shores Medical Group joins HealthCare Partners

1996
Alliance of Private Practice Physicians (IPA) joins HealthCare Partners

1997
Memorial Medical Group joins HealthCare Partners
Unified Physicians of the South Bay (IPA) joins HealthCare Partners

2001
Greater Valley Medical Group and Greater Valley Physicians Associates (IPA) join HealthCare Partners

2006
Electronic medical record system implemented
JSA Healthcare Corporation (Florida) and Pinnacle Health System (HealthCare Partners of Nevada) join HealthCare Partners

2007
Arroyo Seco Medical Group joins HealthCare Partners

2008
Physician Associates of the Greater San Gabriel Valley (IPA) joins HealthCare Partners

2009
First Comprehensive Care Center opens in downtown Los Angeles
Northridge Medical Group joins HealthCare Partners
Fremont Medical Centers joins HealthCare Partners of Nevada

2010
Rainbow Medical Center joins HealthCare Partners of Nevada
Talbert Medical Group joins HealthCare Partners
Advanced Medical Center joins HealthCare Partners of Nevada
HealthCare Partners named among the top 20% of physician groups in California by the IHA for the seventh year in a row

2005
Harriman Jones Medical Group joins HealthCare Partners

2006
First Comprehensive Care Center opens in downtown Los Angeles

The 2010 Report > 7
By the Numbers

**Nationwide**
- Senior Patients: 173,371
- Commercial Patients: 511,253
- Primary Care Physicians – Employed: 395
- Primary Care Physicians – IPA: 1,190
- Specialists – Employed: 320
- Specialists – Contracted: 6,180
- Staff Model Facilities (Primary Care, Urgent Care, Walk-In, Ambulatory Surgery, Pharmacy): 152
- IPA PCP Medical Offices: 856
- Health Plans Accepted: 17 Medicare Advantage, 12 Commercial (HMO & POS)
- Affiliated Hospitals: 111
- Languages Spoken: More than 50

**California** - HealthCare Partners Medical Group and Affiliated Physicians
- Senior Patients: 99,263
- Commercial Patients: 479,073
- Primary Care Physicians – Employed: 236
- Primary Care Physicians – IPA: 975
- Specialists – Employed: 287
- Specialists – Contracted: 3,124
- Staff Model Facilities (Primary Care, Urgent Care, Walk-In, Ambulatory Surgery, Pharmacy): 66
- IPA PCP Medical Offices: 753
- Health Plans Accepted: 14 Medicare Advantage, 8 Commercial (HMO & POS)
- Affiliated Hospitals: 57
- Languages Spoken: More than 50

**Florida** - JSA Healthcare Corporation
- Senior Patients: 40,166
- Commercial Patients: 4,164
- Primary Care Physicians – Employed: 52
- Primary Care Physicians – IPA: 83
- Specialists – Employed: 8
- Specialists – Contracted: 1,783
- Staff Model Facilities (Primary Care, Urgent Care, Walk-In, Ambulatory Surgery, Pharmacy): 41
- IPA PCP Medical Offices: 55
- Health Plans Accepted: 2 Medicare Advantage, 6 Commercial (HMO & POS)
- Affiliated Hospitals: 41
- Languages Spoken: More than 20

**Nevada** - HealthCare Partners of Nevada
- Senior Patients: 33,942
- Commercial Patients: 28,016
- Primary Care Physicians – Employed: 107
- Primary Care Physicians – IPA: 122
- Specialists – Employed: 25
- Specialists – Contracted: 1,273
- Staff Model Facilities (Primary Care, Urgent Care, Walk-In, Ambulatory Surgery, Pharmacy): 45
- IPA PCP Medical Offices: 48
- Health Plans Accepted: 2 Medicare Advantage, 4 Commercial (HMO & POS)
- Affiliated Hospitals: 13
- Languages Spoken: More than 20

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Our National Locations

- **Las Vegas Metro**
  - HealthCare Partners of Nevada
  - JSA Healthcare

- **Los Angeles Metro**
  - HealthCare Partners of California
  - JSA Healthcare
  - The Camden Group

- **Orlando Metro**
  - JSA Healthcare

- **Tampa - St. Petersburg Metro**
  - JSA Healthcare
Our Vision for the Future > We will be the role model for integrated and coordinated care, leading the transformation of the national healthcare delivery system to assure quality, access, and affordable care for all.

Our Mission Every Day > We will partner with our patients to live life to the fullest by providing outstanding healthcare and supporting our physicians to excel in the healing arts.
Our Values

Accountability We have input into the decision-making process and are therefore responsible for our results. Collaborative Teamwork We strive to work cooperatively with people to achieve our common goals and our vision. The Common Good We will enhance the common good by committing resources to build an organization that meets the needs of the people and communities we serve. Compassionate Healing We will be patient-centered and serve our patients as we would guests in our own home. Dignity We respect the inherent value and worth of every life we touch. Excellence We will always strive for the highest quality outcomes and service to our patients and customers. Leadership The way we conduct business and serve our customers will be the standard by which other healthcare systems are judged. All of our staff will ensure that quality patient care is at the heart of all our business decisions. Physician Leadership Physicians will maintain leadership roles in our organization. Stewardship We all share responsibility for the organization’s resources. Integrity We conduct ourselves with the highest ethics and in compliance with applicable laws and regulations. Learning We continually improve our systems, our service, and ourselves through learning.

The Meaning Behind the Mark

Trusted Partner Clasped-Hands Icon

is the central element of our brand identity system
Letter from the Chairman
HealthCare Partners and the Future of Healthcare: Moving from Fragmentation to Coordination

Fragmented. That’s the best way to describe how most healthcare in the United States is delivered today. A patient seeking care for a complex disease ends up seeing a series of specialists and receiving a series of medical and hospital services with little, if any, coordination among the providers. This system drives up the cost of care and does not maximize the quality of care or the patient experience. Alternatives to this disjointed system are sorely needed.

Fortunately, alternatives to a fragmented healthcare delivery system already exist in pockets throughout the United States. These integrated delivery systems are made up of accountable care organizations (ACOs) that offer patients team-based coordinated care.

As an ACO, HealthCare Partners focuses on improving quality and service while managing the cost of care. Since the mid 1970s, HealthCare Partners and its predecessors have developed models of delivering coordinated care, with a primary care physician at the center, for superior medical outcomes at lower costs.

Everything we have done for more than 30 years positions us to meet the challenges of and influence the future of healthcare in the United States. Healthcare reform has, to date, been mainly health insurance reform. Now, it’s time for HealthCare Partners, as a major medical group with national reach, to begin to demonstrate what we have always believed is the right path for the healthcare delivery system.

Much of what we’ve accomplished over the past several years is outlined on these pages under our four strategic initiatives: Growth, Clinical Excellence, Clinical Support Systems, and Patient Satisfaction. These initiatives help keep us stable, allow us to invest in technologies and research for the future, improve the health of our patients, build infrastructure that will be needed in our data-driven future, and improve our patients’ experience.

But what we have done is never enough. HealthCare Partners stays vibrant because of our culture of continuous process improvements. We redesigned our medical offices to match the way a patient moves through an appointment. We have been piloting key programs to deliver better care through a patient-centered medical home. We are currently working to address the possibility of a primary care physician shortage. We are always thinking ahead so we are prepared for the future.

On the following pages, let us tell you our story.

Best of Health,

Robert Margolis, MD
Chairman and Chief Executive Officer
HealthCare Partners Holdings, LLC
Impacting and Influencing Healthcare Today and for the Future

At the foundation of HealthCare Partners’ culture is an openness and willingness to pursue new ideas and approaches to healthcare. In doing so, we hope to positively impact not only our own patients, but all patients and stakeholders in the healthcare delivery system. We do this through numerous projects and initiatives that have influence beyond our walls.

Brookings-Dartmouth Accountable Care Organization Pilot Participation
HealthCare Partners is one of five medical groups nationally to participate in an accountable care organization (ACO) pilot sponsored by the Engelberg Center for Health Care Reform at The Brookings Institution and The Dartmouth Institute for Health Policy and Clinical Practice. This pilot focuses on improving patient outcomes with coordinated care while slowing the escalating costs of healthcare.

A Hospitalist Program for Coordinated Care at California Hospital
HealthCare Partners implemented a hospitalist program at California Hospital Medical Center in response to CHMC’s challenges to care for a growing population of indigent and uninsured patients. Our hospitalists (hospital specialists) began to see not only our own patients, but CHMC’s uninsured population, bringing more coordination and oversight to these patients’ care. Since its inception, the hospitalist program has resulted in 100% compliance with best care protocols for heart failure and pneumonia, a reduction in heart failure readmission rates, and a reduction in acute care readmission rates for patients over 64, as well as saving the hospital millions of dollars in charity care.

Robust Clinical Trials Program to Bring New Treatments to Market
For more than 20 years, our Clinical Research Center has worked to find new and more effective treatments for a wide variety of health conditions, playing a vital role in helping to bring new life-saving and life-enhancing drugs and treatments to those who need them. We currently conduct 60 to 70 Phase II clinical studies per year.
HealthCare Partners Conducts Applied Research

The HealthCare Partners Institute for Applied Research and Education works to improve community and nationwide healthcare by conducting research in health and wellness, with a focus on managed care and benchmarking best practices. The Institute’s research is designed to improve clinical outcomes and patient experience through delivery system redesign, health policy, and education. The Institute also publishes literature on proven innovative healthcare programs.

Some recent and current projects include:

- Developing a white paper to provide the framework for creating a proprietary risk-stratification tool to identify high-risk patients for appropriate clinical care, under a California Healthcare Foundation grant
- Enhancing cultural sensitivity in the diagnosis and treatment of Alzheimer’s disease and dementia, with the Physicians’ Institute for Excellence in Medicine
- Creating uniform clinical metrics and health policies for a chronic obstructive pulmonary disease educational collaborative, with the American Medical Group Association
- Developing and implementing interactive voice response technology for older, chronically ill patients, with the Gordon and Betty Moore Foundation, Public Health Institute, and Center for Technology and Aging
- Expanding chronic disease programs within our communities through two unrestricted donations, with LifeCare Solutions, Inc., and Epic Systems Corporation

Recent peer-reviewed publications include:

- “Enhancing Cost-Effective Care with a Patient-Centric COPD Program,” in Population Health Management (the journal of the Care Continuum Alliance), in press 2011, Chuang et al.

HealthCare Partners Institute Leadership

The Institute is a not-for-profit organization controlled by an independent board.

Principal Manager

Jeremy Rich, DPM, is the principal manager of the HealthCare Partners Institute. He earned his medical degree from Temple University and completed his surgical residency at Harvard Medical School. Dr. Rich also completed an infectious disease research fellowship at Brigham and Women’s Hospital and taught immunology, infectious disease, and microbiology. He is the co-author of numerous peer-reviewed articles and editor of a pathology textbook.

Board of Directors

William Chin, MD, is executive medical director for HealthCare Partners Holdings, LLC, where he is accountable for clinical outcomes. Dr. Chin earned his medical degree from the University of Buffalo Medical School. He is board certified in internal medicine and rheumatology.

Ellen Leggett, EdD, is founder and president of Leggett Jury Research, LLC, a national jury research and trial consulting firm. Dr. Leggett has served as assistant professor of psychology at the University of California at Riverside and as an administrator at Cornell University and Scripps College. She earned her masters and doctoral degrees in psychology and education at Harvard University.

Tom Paulsen, MD, is executive medical director for HealthCare Partners Medical Group. Dr. Paulsen earned his medical degree and completed his anesthesiology training at the University of California at Los Angeles. He is board certified in anesthesiology.

Hector P. Rodriguez, PhD, MPH, is an assistant professor of health policy and management at the University of California at Los Angeles School of Public Health. He is also an affiliate of the UCLA Center for Health Policy Research and the Veteran’s Administration Center for the Study of Healthcare Provider Behavior. Dr. Rodriguez earned his PhD in health policy/medical sociology from Harvard University and his master of public health degree in health administration from the University of California at Berkeley.

Robert G. Splawn, MD, MPH, is a healthcare consultant for Pricewaterhouse Cooper and an emergency physician by training. He earned his medical degree from Boston University School of Medicine and his master of public health degree from the Harvard School of Public Health. Dr. Splawn recently served as chief medical officer for the Los Angeles County Department of Health Services. He is also the recipient of numerous awards, including recognition in the Congressional Record.
Dr. Keith Wilson brought his Orange County, California-based company, Talbert Medical Group, to HealthCare Partners for the growth opportunities.

Our Strategy Is Not Just to Grow But to Grow in a Sustainable Way

During the last three years, we grew our Medicare membership by nearly 32%, or nearly four times the Medicare Advantage membership growth rate in the markets in which we operate.\(^2\) Commercial membership grew by 16\(^\circ\) during a national commercial membership decline of nearly 15%.\(^3\)

HealthCare Partners continues to increase the number of primary care physicians and develop the clinical infrastructure available to our existing and future patients through targeted growth strategies. Word-of-mouth referrals by our highly satisfied patients have also fueled our membership growth in each of the local communities we serve.

In California, HealthCare Partners currently serves more than 575,000 managed care patients and 140,000 fee-for-service patients in Los Angeles and Orange counties. We care for these patients with more than 1,200 primary care physicians and more than 3,000 specialists.

HealthCare Partners of Nevada serves nearly 62,000 managed care patients and 70,000 fee-for-service patients in the Las Vegas area (Clark and Nye counties). Care is provided by more than 235 primary care physicians and nearly 1,300 specialists.

In Florida, JSA Healthcare serves more than 44,000 members of managed care plans and 6,800 fee-for-service patients in the Tampa-St. Petersburg metropolitan area (Hernando, Hillsborough, Manatee, Pasco, and Pinellas counties) and the Orlando area (Orange, Osceola, and Seminole counties). Patients have access to 135 primary care physicians, plus nearly 1,800 specialists through Humana and CarePlus.

A Story: Partnering for Synergy

Dr. Keith Wilson, a board-certified obstetrician-gynecologist, has been the president and CEO of Talbert Medical Group (formerly FHP) for the past 14 years. He and a team of dedicated physician leaders built Talbert into a prominent Southern California medical group. In 2010, Dr. Wilson worked with HealthCare Partners to bring the two organizations—which share similar approaches to healthcare—together, ensuring future growth for the 700-person Talbert Medical Group. “We believe in HealthCare Partners’ commitment to evidence-based medicine,” says Dr. Wilson. “The leadership makes thoughtful business decisions that take into account the patients’ best interests. HealthCare Partners is a company with which we feel we can grow successfully.”

\(^2\) Source: Medicare Advantage Data from Centers for Medicare & Medicaid Services. \(^3\) Source: Managed Care Fact Sheet from Managed Care On-line
Acquisitions
HealthCare Partners has its roots in the merger of several medical groups. Since then, we’ve continued our legacy of attracting exceptional medical groups and IPAs to join our family. In recent years, HealthCare Partners has welcomed:

In California . . .
March 2008 – Physician Associates of the Greater San Gabriel Valley. About 350 independent primary care physicians joined HealthCare Partners through this IPA. The addition of 120,000 patients made the Pasadena-San Gabriel Valley region the largest in the company with more than 215,000 patients in all.

June 2009 – Northridge Medical Group. This IPA, with 100 primary care physicians and 24,000 managed care patients, strengthened our geographic coverage in the San Fernando Valley and increased our managed care patient population to over 60,000 in the area, making HealthCare Partners one of the largest medical groups and IPAs in the San Fernando Valley.

May 2010 – Talbert Medical Group. This staff-model medical group, with more than 100 primary care and specialty physicians providing care to more than 67,000 managed care patients in Los Angeles and Orange counties, expanded our geographical coverage deeper into Orange County, as well as strengthening our presence in Los Angeles County.

In Nevada . . .
July 2009 – Fremont Medical Centers. More than 117,000 patients are seen annually at this Southern Nevada medical group and IPA by 100 employed and 83 affiliated primary care physicians. Fremont brought pediatrics and obstetrics-gynecology services to our Nevada service area.

March 2010 – Rainbow Medical Center. This medical group and IPA, with 80 employed and 100 contracted primary care physicians seeing more than 100,000 patients, grew HealthCare Partners’ presence in Southern Nevada.

August 2010 – Advanced Medical Center. This medical group in Pahrump, Nevada, sees more than 100,000 patients a year. The group employs 60 people locally, and provides primary care and urgent care services.

In Florida . . .
January 2008 - December 2010 – Staff-model and IPA groups representing 24 locations and caring for nearly 7,500 patients strengthened our presence in the Greater Tampa Bay and Orlando areas.

These and other acquisitions have not only expanded HealthCare Partners’ reach and presence in our service areas, but have increased physician access to newer technology and innovative clinical programs that help make them more effective and efficient in their medical practices.

As the healthcare landscape continues to change—requiring medical groups to be increasingly sophisticated in their technology, processes, and data collection and aggregation—we expect to see an increasing number of smaller groups interested in joining large, technologically advanced organizations like HealthCare Partners with the resources to implement innovative clinical programs.

Organic Growth
HealthCare Partners’ growth is also very much a function of organic growth. An ongoing key strategy is to grow the number of patients we serve with our model of coordinated care. Patients in the communities we serve can choose from among a wide array of well-recognized medical groups and physicians.

As such, we are proud of the fact that HealthCare Partners’ patient growth significantly outpaced the category growth in the combined Los Angeles/Las Vegas/Tampa-St. Petersburg/Orlando service areas this past year, during a time when HealthCare Partners did not make any acquisitions.

Specifically, during the 2009/2010 Medicare Annual Election and Open Enrollment Periods, when all Medicare beneficiaries could select health plans and primary care physicians, HealthCare Partners Medicare Advantage membership growth outpaced the overall Medicare Advantage market growth in our service areas by over 16.7%.

“Our pursuit of continuous, well-planned growth aligns with many of our goals—creating more access to high-quality, coordinated care; increasing our ability to assume risk; fostering clinical excellence in a rapidly changing healthcare environment; and building critical mass to support investment in the future of accountable care.”

– William Chin, MD, Executive Medical Director, HealthCare Partners Holdings, LLC

Source: Medicare Advantage Data from Centers for Medicare & Medicaid Services
Health Plans

HealthCare Partners and our affiliated medical groups and physicians participate with a wide range of health plans, giving patients many options in accessing HealthCare Partners doctors and our model of coordinated care.

We also accept Original Medicare and a variety of Commercial PPO Plans, Consumer-Directed Plans, Workers’ Compensation Plans, and Behavioral Health Agreements.

Medicare Advantage Plans

- Aetna
- Anthem Blue Cross
- Blue Shield
- CalOptima
- Care1st
- CarePlus
- Citizens Choice Health Plan
- Easy Choice Health Plan
- Health Net
- Humana
- Inter Valley Health Plan
- LA Care
- MD Care Health Plan
- Molina Healthcare
- SCAN Health Plan
- SecureHorizons by UnitedHealthcare
- Senior Dimensions by UnitedHealthcare

Commercial (HMO & POS)

- Aetna
- Anthem Blue Cross
- Blue Shield
- CIGNA
- Health Net
- Health Plan of Nevada by UnitedHealthcare
- Healthy Families (Blue Shield)
- Healthy Families (Health Net)
- Humana
- PacifiCare by UnitedHealthcare
- St. Mary Health Plan
- Tri-Care

Overall Growth

Over the years, HealthCare Partners has continued to grow through a combination of organic growth and acquisitions. Year after year, we have exceeded the market’s national growth rate. In the past three years, HealthCare Partners Medical Group in California, JSA Healthcare in Florida, and HealthCare Partners of Nevada, combined, have grown by 20.2% and have added more than 100,000 managed care patients.

Growth has been strong both in the Medicare and commercial segments in our California, Florida, and Nevada service areas. Our 20.2% growth over three markets includes staff-model Medicare growth, IPA Medicare growth, and commercial growth.

Growth is taking place everywhere—in Los Angeles, the San Gabriel Valley, the South Bay, Long Beach, Orange County, the San Fernando Valley, the Greater Las Vegas area, the Tampa-St. Petersburg area, and Orlando. Patients are attracted to HealthCare Partners because they know they will find quality care. Physicians are drawn to practice medicine at HealthCare Partners because they know they will have access to technology and services that support them in delivering quality care in an effective and compassionate manner.
Dr. Lyndon Soe is a primary care physician in St. Petersburg, Florida, for JSA Medical Group, where he can practice what he believes is the right kind of medicine for his patients.

The Institute of Medicine of the National Academies puts forth six goals for improving clinical care— that healthcare be safe, effective, patient-centered, timely, efficient, and equitable. HealthCare Partners is committed to embracing and pursuing these goals through our patient-focused processes, continuous improvement of these processes, leading-edge technology and data use, and many specialized clinical programs. Our follow-through in areas like childhood immunizations, colorectal cancer screenings, breast cancer screenings, and other key measures is a major factor in our earning the Integrated Healthcare Association’s "top-performer" designation. But beyond these generally recognized performance measures, we are focused on developing the best way to deliver the right care to our patients, at the right time, in the right place.

Creating Patient-Centered Medical Homes

An important way to ensure the best care for patients, especially those with chronic conditions, is by employing the Patient-Centered Medical Home approach. The “medical home” concept uses a central resource—a person, not a location as the name might imply—to coordinate all of a patient’s ongoing medical care, throughout all stages of health and illness, over time. The primary care physician—specializing in internal medicine, family medicine, or pediatrics—is at the center of this medical home.

We Take Our Pursuit of Clinical Excellence Far Beyond What’s Expected

For the past seven years, HealthCare Partners has earned the distinction of being in the top 20% of medical groups in California for clinical quality.¹ We have received NCQA certification of 17 medical offices in Florida as Patient-Centered Medical Homes. The Institute of Medicine of the National Academies puts forth six goals for improving clinical care—that healthcare be safe, effective, patient-centered, timely, efficient, and equitable. HealthCare Partners is committed to embracing and pursuing these goals through our patient-focused processes, continuous improvement of these processes, leading-edge technology and data use, and many specialized clinical programs. Our follow-through in areas like childhood immunizations, colorectal cancer screenings, breast cancer screenings, and other key measures is a major factor in our earning the Integrated Healthcare Association’s “top-performer” designation. But beyond these generally recognized performance measures, we are focused on developing the best way to deliver the right care to our patients, at the right time, in the right place.

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A Story: Clinical Excellence Saves and Improves Lives

When Dr. Cruz Fana of JSA Medical Group’s Silver Lakes office first met Jorge*, he had no symptoms, but he had poorly controlled diabetes and risk factors for a heart attack. Dr. Fana performed some tests for preventive reasons, which revealed that Jorge was at risk for a fatal irregular heart rhythm. A referral to the cardiologist also revealed two clogged arteries. This apparently symptomless patient actually needed a pacemaker, a defibrillator, and two stents. After surgery and attending doctor-recommended courses for diabetes management, Jorge could engage in many more activities than previously and reduced his blood sugar level, too. According to Jorge, “It’s a whole new life for me.”

*Not patient’s real name

¹ Source: Integrated Healthcare Association
for each patient. In each of our medical offices, primary care physicians coordinate the care for their patients in conjunction with a Care Delivery Team that includes and is supported by medical assistants, care managers, and social workers. This team has the ability to meet the healthcare needs of patients and their families or to coordinate this care with additional resources. Our Florida practices have completed the formal process of certifying 17 medical offices as medical homes, each of which received National Committee for Quality Assurance (NCQA) Level 3 Patient-Centered Medical Home certification (the highest level of certification) in 2010. Our Nevada practices are currently pursuing NCQA certification for 12 medical offices.

Prevention
The best way to treat disease is to prevent it. HealthCare Partners focuses a great deal of attention on helping our patients stay healthy. Our physicians in California, Florida, and Nevada follow US Task Force recommendations on preventive care, actively offering immunizations and screenings according to these nationally established guidelines. We monitor when our patients are due for childhood and adult immunizations, mammography, and other cancer screenings, and encourage them to get the preventive care they need when they need it.

Stratifying Patients by Health Risk
HealthCare Partners empowers their low-risk patients with self-management behavior for their health conditions, with the additional support of health education. We offer free or low-cost health education classes or provide educational materials to patients on such topics as diabetes management, cholesterol, weight management, and heart health. To ensure the right care at the right time for patients with greater health risks, we have invested heavily in the technology and infrastructure to identify disease and calculate risk of escalating illness. This analytical and monitoring capability allows us to implement appropriate interventions—ranging from a phone call from a care manager when a patient needs help understanding a treatment plan to enrolling our highest risk patients in specialized clinical programs.

Managing Chronic Disease
Our disease management programs are built on the principle that illness can be treated and managed when patients and their primary care and specialist physicians work together to increase the chance of recovery or to improve the quality of daily life. We support our physicians in caring for their chronically ill patients with special clinical programs developed to address their particular needs. Disease management programs available in each of our locations may include some or all of the following to reduce the risk of complications associated with these chronic conditions: congestive heart failure (CHF), chronic obstructive pulmonary disease (COPD), diabetes, chronic kidney disease (CKD), and dementia. We also provide special help to patients with asthma and coronary artery disease (CAD) through our initiatives targeted at these conditions. For patients who progress from CKD to needing dialysis, our end stage renal disease (ESRD) program provides a nurse practitioner to prepare patients for dialysis and to follow these patients at the dialysis center, in conjunction with their nephrologist, to ensure that the patients’ primary care needs are met. These programs result in better clinical outcomes for these patients. For example, our COPD program in California—which helps patients with this progressive disease that limits breathing capacity—results in downward trends in emergency room visits, hospital admissions, and length of hospital stays.

Managing Multiple Chronic Conditions
Our high risk clinics, called Comprehensive Care Centers, provide special attention to high-risk patients with multiple chronic diseases. In California, patients are given access to round-the-clock medical attention by a dedicated medical team. An initial appointment with the center’s physicians involves a thorough assessment of the patient’s conditions. Care is coordinated by a team of the center’s physicians, nurses, and social workers to ensure that specialist appointments are scheduled, medications are taken, and family and caregivers get the support they need in dealing with the patient’s complex medical and social issues. In Nevada and Florida, this more in-depth care of complex patients by PCPs, nurses, and social workers takes place in the patient’s primary care medical office.

Caring for Frail Ill Patients at Home
In California, a pilot program brings personalized care to our most frail and ill patients in their homes. This HomeCare program addresses the needs of 5% of the population that accounts for more than 50% of hospitalizations. The program’s physicians, nurse practitioners, social workers, and care coordinators make individual or team visits to patients in their homes to determine their needs, treat them, teach self-management skills, and support the patient and family as a whole. Patients are given the phone number for a medical professional who is available to them any time they start feeling ill, day or night, to help prevent a further decline in health.

Coordinating Hospital Care
For our patients who are admitted to one of our affiliated hospitals in California, Nevada, or Florida, whether for a planned or unplanned stay, we ensure coordination of their care through our hospitalist program. For more than 20 years, HealthCare Partners hospitalists (hospital specialists) and nurse care managers have coordinated our patients’ hospital stays to ensure better communication and decision-making. The hospitalist teams bridge any informational gap back to the primary care physician and help to reduce patients’ length of stay in the hospital. Average length of stay for HealthCare Partners Medicare patients are 3.4 days in California, 4.4 days in Nevada, and 4.8 days in Florida, compared to a national average of 5.6 days.6

6 Source: Centers for Medicare & Medicaid Services
HealthCare Partners Offers Four Levels of Care Management
Stratifying Patients into the Appropriate Program
Using Evidence-Based Medicine

Reducing Hospital Readmissions
Once a patient is discharged from the hospital, our goal is to prevent any unnecessary readmissions. Our coordinated care model and the communication that follows our patients through a hospital stay and discharge help reduce the likelihood of a return to the hospital. Thoughtful discharge planning and communication with the PCP and the patient after discharge act to monitor the patient’s welfare and status of filling prescriptions and following discharge instructions, as well as encourage attendance at follow-up appointments. If any problems are identified, they can be quickly resolved before they escalate. Medicare 30-day readmission rates for HealthCare Partners patients is 13.9% in California, 14.0% in Nevada, and 14.8% in Florida, as much as 30% lower than the national average of 19.6%.

“Clinical excellence is one of the key attributes of an enduring healthcare organization. To be truly great, we must go beyond the usual industry measures of preventive and chronic disease care. We must deliver patient-centered healthcare with an entire delivery system built around it to support our patients in sickness and in health.”

– Lance Lieberman, MD, Chief Medical Officer, JSA Healthcare

Source: Kaiser Family Foundation
Dr. Silvia Collazo, a board-certified family medicine physician and geriatrician, brings medical skills and technology together to care for her patients at HealthCare Partners in the Los Angeles area.

Our top-rated clinical results are due in part to our use of advanced technology in patient care. From the moment a patient is first seen in one of our offices, that patient’s medical data—vital signs, diagnoses, prescribed medications, lab test results, immunizations, allergies, etc.—become part of an electronic medical record (EMR). This living “story” of the patient’s health grows as the patient interacts with various HealthCare Partners physicians, as well as urgent care centers, laboratories, pharmacies, and hospitals. On-the-spot access to this data helps our physicians to use the patient’s organized medical history to make the right clinical decisions. The EMR also allows our physicians to share medical information with other authorized clinical staff who may be treating our patients, including our urgent care doctors and the hospital specialists at our contracted hospitals. All HealthCare Partners employed physicians in California, and most in Nevada, are using electronic medical records. All our employed physicians nationwide will be enabled with this technology by the end of 2011.

Data Warehouse Serves as the Hub for Medical Data
The nexus of patient information at HealthCare Partners is our secure data warehouse. This hub receives electronically processed data from a variety of sources, including our patients’ electronic medical records, laboratories, and pharmacies, among other sources. Information from each patient visit is stored in this virtual warehouse, where it is fed into other systems that help our physicians care for patients. Some of this information for patients in California also goes into the HealthCare Partners Disease Registry, where it is stratified by health risk to help us identify the need for early interventions. For example,

We Are Successfully Implementing Innovative and Progressive Business and Clinical Support Systems
By the end of 2011, more than 75% of our primary care physicians will be using an electronic medical record for safer, more informed medical decision-making—almost double the projected adoption rate for primary care physicians across the country.*

A Story: The Value of Technology in Patient Care
When Martha* lost her medication while in Hawaii, she feared she would not be able to enjoy her vacation. She called Dr. Jaime Ramos, her physician in the HealthCare Partners Temple City (California) office, to ask what she should do. Dr. Ramos pulled up Martha’s electronic medical record to find her prescription, then used the system’s database of major pharmacies in the United States to find a pharmacy a block away from Martha’s hotel. He sent Martha’s prescription electronically to that pharmacy, where she picked up her medication that day and continued to enjoy her dream vacation.

*Source: National adoption rate projections based on statistics from New England Journal of Medicine, Jan. 20, 2010
*Not patient’s real name
we can flag all diabetic patients who have a blood sugar test result over a certain level. The Disease Registry helps us provide better care for patients with chronic kidney disease (CKD), congestive heart failure (CHF), chronic obstructive pulmonary disease (COPD), diabetes, asthma, and coronary artery disease (CAD). These systems are operational in California and will become available to our Nevada and Florida operations during 2011.

Clinical Viewer Extends Access to EMR Data
The electronic medical record used by our physicians becomes even more valuable when it can be shared with the wide range of specialists and other medical professionals who see HealthCare Partners patients but are not on our EMR network. This was the impetus for developing our Clinical Viewer, a secure, web-based system that pulls together medical data from our EMR and a variety of other sources to make it available for viewing by any practitioner who is authorized to view a patient’s record. Through the Clinical Viewer, physicians can see a snapshot of relevant data for a patient they are treating, enabling them to make decisions that would otherwise be based on the limited pieces of a patient’s health puzzle supplied by the patient or family.

The Clinical Viewer will also allow us to make data-sharing capabilities available to our Nevada and Florida EMR systems by the end of 2011, circumventing the need for a full-scale conversion to a single technology at all our locations.

Sharing Between Systems Keeps Physicians and Care Managers Informed
Our Chronic Care Management Information System (CCMIS) gives our physicians access to details about patient interactions with our care managers—additional valuable pieces of a patient’s health puzzle that enable better decision-making. When care managers assist patients who are having difficulty with their treatment plans, they input information about the patient encounter into CCMIS, where physicians are immediately able to read the summary report. Information from the EMR is also shared with the CCMIS system, so care managers benefit from additional information in working with patients. Both the EMR and the CCMIS system facilitate communication among our health professionals and ensure that patients are treated by informed providers. The CCMIS system is currently used in California and Nevada, our Florida operations use a similar system.

“The HealthCare Partners, our goal is to make medicine safer and make medical records more useful by creating accessibility to any data that we own or have the right to transport, by any appropriate user, anytime, anywhere in the world, through any secure technology, in sub-second response time.”

– Zan Calhoun, Chief Operating Officer, HealthCare Partners Holdings, LLC

Physician Information Portal Supports Individual Clinical Practice
The Physician Information Portal (PiP) is a key component of our electronic information system. It provides crucial information to both staff-model and IPA physicians in California (in Nevada by early 2011 and in Florida in 2012) in treating patients and facilitating compliance with Medicare diagnoses coding and other medical industry standards. The PiP is an online resource that prompts our physicians about a patient’s need for annual screenings, immunizations, or other care a patient may need before the patient arrives for the visit. Our physicians also use this technology to identify opportunities for preventive care for their entire patient population and to reach out to patients who are at risk for a decline in health to prevent unnecessary hospitalizations and save lives.

Patient Online Portal Enables Patient Participation in Their Own Healthcare
The Patient Online Portal (POP) is a secure, web-based system allowing patients 24-hour access to information in their electronic medical record. HealthCare Partners patients are able to conveniently manage many aspects of their health and healthcare through the POP. Patients in California can currently go online to perform such tasks (depending on their primary care physician’s affiliation with HealthCare Partners) as viewing their prescribed medications and requesting refills online, reviewing their lab test results, scheduling non-urgent primary care appointments, and sending secure messages to their physicians. Other options include authorizing friends and family members to have read-only or proxy access to their healthcare information and looking up medical information related to their conditions.

By the end of 2011, our patients in California and Nevada will have access to their entire medical record online. Florida patients will have this capability in 2012.

Rigorous Processes Keep Our Data Secure
Technology and access come with the need for data security. HealthCare Partners continuously monitors the systems housing the data entrusted to us and uses state-of-the-art firewalls and intrusion prevention systems to prevent unauthorized access. As a leadership member of the Health Information Trust Alliance, HealthCare Partners is working to certify that our policies and procedures go above and beyond in protecting all patient data stored and used by HealthCare Partners personnel and affiliates.

“The HealthCare Partners Physician Information Portal is essential to me for finding up-to-date lab, medication, and encounter data, and for documenting HCCs. It’s a robust tool that gives me very valuable information in helping me provide quality care to my patients.”

– Owen Robinson, MD, independent physician affiliated with HealthCare Partners
HealthCare Partners
Data Warehouse & Systems

At HealthCare Partners, robust technology puts critical information at the fingertips of those who need to use it. Information from each patient visit and a variety of other sources is stored in the data warehouse, where it is fed into other systems that help our physicians care for patients. This dynamic process ensures that updated information is quickly accessible when it’s needed.

Patient health information moves securely back and forth between data sources and our electronic systems, facilitated by our data warehouse.
One of the things that draws Dr. Tracy Wakefield to practice at HealthCare Partners of Nevada is a well-trained team that works together to help ensure that patients have the best possible experience during their visits.

We Embrace Patient Satisfaction As an Integral Part of Patient Care

HealthCare Partners ranks in the top 10th of 139 medical groups and IPAs—representing 95th of all commercial HMO/POS health plan enrollment in California—on an overall rating of all healthcare in the annual Patient Assessment Survey conducted by Pacific Business Group on Health with the California Cooperative Healthcare Reporting Initiative.9

While delivering excellent care is paramount, it is not the only deliverable that our patients expect from us. Patients expect to access medical care in a convenient and timely manner, to be treated with respect and care when they visit us, and to have an overall positive experience in our medical facilities. HealthCare Partners takes the satisfaction of our patients seriously, and we work to ensure that they are consistently satisfied.

Access to Care When Care is Needed

Illnesses and injuries don’t always happen at convenient times. That’s why HealthCare Partners strives to ensure that care is available to our patients when they need it. During office hours, patients can call their doctor’s office to make an appointment; same-day appointments are often available. For after-hours urgent medical needs that are not life-threatening, patients have access to either an on-call doctor or a 24-hour call center for nursing advice. They also have the option to visit a designated urgent care center (UCC), after-hours-by-appointment facility, or walk-in clinic, depending on which is available in their area.

A Story: Going Above and Beyond

Dr. Frederick Tanenggee, an internist for HealthCare Partners of Nevada, was the on-call physician over a holiday weekend when he got an urgent call from the lab. One of the medical group’s patients was seriously anemic. Dr. Tanenggee tried to call the patient but couldn’t reach him. Concerned about the patient’s welfare, he drove out to the patient’s house. The patient was not home, but a neighbor provided the telephone number of a relative with whom the patient was staying. Dr. Tanenggee reached the patient, who got the immediate medical treatment he needed at a local hospital.

9Source: Pacific Business Group on Health
Trusted In-Office Staff

Our goal is to give our patients a well-coordinated office visit and a positive healthcare experience. Within each office, either a designated staff member or a member of a cross-trained team acts as a patient liaison, helping to guide patients through their healthcare experience. This staff member conducts an orientation for new patients and is available to answer a variety of visit- and payment-related questions on an ongoing basis. Patients are also served by a dedicated care team to help them move smoothly through their visit—physicians and medical assistants who operate as a team and provide continuity from visit to visit for a defined panel of patients. Staff members and care teams work together to create a “small office” feeling for patients, even in our larger offices.

24/7 Support

To ensure that Patients can get questions answered whenever they arise, we provide continuous access to telephone support. In California, patients can call a 24-hour Patient Support Center to clarify their health plan benefits, confirm or correct their information on file, get answers to their billing questions, check on the status of referrals, get directions or office hours, or choose a doctor. For patients on our electronic medical record system, telehealth nurses are available after-hours to give medical advice by phone. In our Florida and Nevada practices, our contracted health plans provide patients with 24/7 telephone support of a similar nature.

Coordination of Care

One of our core tenets is that good care is coordinated care—a care delivery method that provides the best care as well as making navigation of the healthcare system easier for patients. One primary care physician has the “big picture” of each patient’s health status and medical treatment. This physician not only evaluates and treats a panel of patients, but also coordinates their referrals to specialists, reviews results from their specialists, oversees the medications prescribed these patients by other medical professionals, monitors hospital stays in cooperation with our hospitalists, arranges for and monitors the results of laboratory tests and radiology services, and helps patients arrange for any medical equipment they may need. This coordination of care helps make a patient’s healthcare and treatment more organized, safer, and more efficient, as well as taking the burden off the patient to find and work with each specialist and service provider independently.

Measuring Patient Satisfaction

We understand that the best way to learn whether patients are happy with their experience with us is by asking them. HealthCare Partners measures its California patients’ satisfaction through a confidential survey to a random sampling of patients throughout the year, surveying approximately 8,000 patients of our employed and IPA primary care physicians every two weeks, after a doctor’s visit.

A key question we ask is, “Overall, how satisfied are you with the (HealthCare Partners) Medical Group/IPA?” Results represent a steadily growing number of patients who respond that they are very satisfied or completely satisfied with us.

In 2009, HealthCare Partners of Nevada implemented the same questionnaire. Patients of primary care physicians who are affiliated with the Nevada medical group through an independent physician association were surveyed in 2009 (10,400 patients) and 2010 (6,800 patients). Aggregate results based on responses to all survey questions are shown below, and indicate that patient satisfaction is high and increasing.

In 2010, 18,000 patients of employed primary care physicians of Fremont Medical Centers and of Summit Medical Group in Nevada were surveyed. Aggregate results based on responses to all survey questions showed 92% of Fremont Medical Centers patients to be very satisfied or completely satisfied and 95% of Summit Medical Group patients to be very satisfied or completely satisfied. Our Florida operations recently rolled out the same survey to patients, as well, with results to become available over time.
Primary care physicians in California who are affiliated with us through our independent physician associations (IPAs) responded to a similar statement on an annual survey: “I would recommend participating with my IPA to a friend or colleague.” These physicians showed a dramatic increase in satisfaction in 2008, which remains above 95%.

To help ensure satisfaction among HealthCare Partners of Nevada physicians, the operations team recently implemented a concierge service through which new physicians are given help and guidance during their first year with the medical group.

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Giving Back to the Community

We recognize that we have the privilege of delivering healthcare services because our patients and communities entrust us with their health. Beyond delivering quality healthcare, we strive as individuals and as an organization to give something back to the communities we serve.

Our employees nationwide, along with the California, Florida, and Nevada business units as a whole, contribute to our communities’ well-being through many charitable activities.

Fundraising / Monetary Donations
- Annual sponsorship of children for the Make-A-Wish Foundation
- Fundraising for, participating in, and providing matching funds for employees who walk in the American Diabetes Association’s annual Step Out: Walk to Fight Diabetes
- Supporting a local March of Dimes chapter
- Fundraising for the Leukemia and Lymphoma Society
- Annual participation in the American Heart Association’s Heart Walk
- Matching contributions for employees who participate in the American Cancer Society’s Making Strides Against Breast Cancer Walk
- Sponsoring the Bayfront Health Foundation, a private, not-for-profit hospital with the mission of helping everyone who needs care regardless of financial means
- Contributing financially to the Warrick Dunn Foundation; the Southern Utah Wilderness Alliance; All Children’s Hospital; Pet Pal Rescue; the American Heart Association; 7:24 Foundation; Girl Scouts of America; Partners for Haiti, Inc; Olive Crest; American College of Osteopathic Family Physicians; Light of Africa Network; Resplendent Hope; and the Hillsborough Education Foundation
- Providing a scholarship for a medical student who will move back to her underserved community to provide healthcare.

Volunteering
- Planning a walk-a-thon for New Horizons, a non-profit organization that helps adults with developmental disabilities reach their potential
- Assisting at a Mother’s Day event for ONEgeneration, an intergenerational community service organization
- Participating in the Great American Teach-in
- Providing medical care in Haiti as part of the earthquake relief effort

Food and Supplies Drives
- Collecting supplies for The Humane Society of Pinellas and St. Vincent de Paul Society
- Purchasing backpacks and filling them with school supplies for middle school children through the Long Beach Rescue Mission
- Collecting and sending needed items to our military stationed overseas
- Collecting hundreds of clean, warm coats for the “One Warm Coat” drive
- Holding food drives for the City of Gardena Food Bank
- Participating in the State of Nevada Division for Aging Services annual holiday gift drive
- Donating clothing, school supplies, and toys to the Richstone Family Center, an organization that prevents and treats child abuse
- Participating in the Cell Phones for Soldiers program

HealthCare Partners employees also serve on the board of directors of various not-for-profit organizations, healthcare-related and otherwise.
HealthCare Partners Holdings, LLC, Board of Directors

HealthCare Partners Holdings, LLC, Board of Directors is charged with approving the strategies and initiatives developed by HealthCare Partners’ leadership and employees. The board members work to ensure that HealthCare Partners is fiscally healthy and in the position to meet its goals of being a role model for integrated and coordinated care and a leader in the transformation of the national healthcare delivery system.

Steve Valentine  
Robert Margolis, MD  
William Chin, MD  
Rafael Mendez, MD  
Craig Frances, MD

HealthCare Partners Holdings, LLC, Management and California Management

HealthCare Partners Holdings, LLC, is the parent company of our family of healthcare-focused organizations. HealthCare Partners Holdings, LLC, manages the administrative systems of its own staff-model HealthCare Partners Medical Group and provides a full range of support services to its independent physician association (IPA) network. The organization oversees operations of medical groups in California, Florida, and Nevada, as well as The Camden Group, a national consulting firm.

Ted Hallick  
Tom Paulsen, MD  
Robert Margolis, MD  
William Chin, MD  
Matthew Mardjenovic  
Zan Calhoun

HealthCare Partners Medical Group is the Torrance, California-based medical group and independent physician association that cares for more than 575,000 managed care patients through its employed and independently contracted physicians.
JSA Healthcare Management

Brian Schacker  Lorie Glisson                  Lance Lieberman, MD                      Bob Clark

JSA Healthcare is the largest private medical group in Central Florida, in the Tampa-St. Petersburg and Orlando areas. JSA was founded in 1969 as John Short & Associates, Inc., a hospital consulting firm, and began providing primary healthcare services in 1985. The company was listed as one of the best places to work in healthcare by Modern Healthcare in 2008, 2009, and 2010, and was also recognized as the best internal and family medicine practice in the Tampa Bay area by Florida Medical Business Newspaper. JSA Healthcare became part of HealthCare Partners in 2006.

HealthCare Partners of Nevada Management

Lance Spindler  Sherri Allen, RN  Sherif Abou, MD  Amir Bacchus, MD  Todd Lofthouse

HealthCare Partners of Nevada is the largest private medical group in Nevada. It was founded as Summit Medical Group in 1996 and is a physician-run medical group that offers primary care, specialty care, urgent care, hospital and sub-acute services, and home health. From pediatric patients to seniors, HealthCare Partners of Nevada provides comprehensive care for all ages and offers unique medical and disease management programs designed to treat those with special healthcare needs. In addition, HealthCare Partners of Nevada provides medical management and network management services through its Health Plan Solutions Division, a third-party administrator licensed by the state of Nevada. These Nevada businesses became part of HealthCare Partners in 2006.
Executive Management Biographies
HealthCare Partners Holdings, LLC, and Medical Group

Robert Margolis, MD
Chairman and Chief Executive Officer
HealthCare Partners Holdings, LLC
Managing Partner and Chief Executive Officer
HealthCare Partners Medical Group

Robert Margolis, MD, has been the managing partner and chief executive officer of HealthCare Partners Medical Group since the formation of the company in 1992. Dr. Margolis also is chairman and chief executive officer of HealthCare Partners Holdings, LLC, the medical group's parent company. He is board certified in internal medicine and oncology.

Craig Frances, MD
Managing Director, Summit Partners
Member, HealthCare Partners Board of Directors

Craig Frances, MD, is the managing director of Summit Partners, a Palo Alto-based private equity and venture capital firm. Dr. Frances is a graduate of Cornell Medical College in New York, where he was the recipient of the Paul Sherlock Prize for demonstrating exceptional integrity and compassion in patient care.

Rafael Mendez, MD
Professor of Clinical Urology, Keck School of Medicine, USC Member, HealthCare Partners Board of Directors

Rafael Mendez, MD, is a surgeon, educator, and co-founder of the Mendez National Institute of Transplantation. He is committed to cultivating pioneering medical skills and giving his patients the best care possible. Dr. Mendez is board certified in urology.

Steve Valentine
President, The Camden Group
Member, HealthCare Partners Board of Directors

Steven T. Valentine is president of The Camden Group, a national healthcare management consulting company. Mr. Valentine brings considerable expertise in strategic planning, mergers, and hospital-physician relationships to the Board of Directors.

Executive Management Biographies
HealthCare Partners Holdings, LLC, and Medical Group

Matthew Mazdysiani
Executive Vice President and Chief Financial and Administrative Officer
HealthCare Partners Holdings, LLC, and Medical Group

Matthew Mazdysiani is executive vice president and chief financial and administrative officer for HealthCare Partners, Holdings, LLC, and HealthCare Partners Medical Group. Mr. Mazdysiani oversees all of the business development, financial, and administrative functions of the company.

Zan Calhoun
Chief Operating Officer
HealthCare Partners Holdings, LLC, and Medical Group

Zan Calhoun is chief operating officer for HealthCare Partners Holdings, LLC, and HealthCare Partners Medical Group. Mr. Calhoun supervises the performance of the business units, facilitates growth of the company’s operations, and defines strategy for the information services, human resources, and program management functions.

Tom Paulsen, MD
Executive Medical Director
HealthCare Partners Medical Group

Tom Paulsen, MD, is the executive medical director for HealthCare Partners Medical Group. Dr. Paulsen oversees the company’s practitioners and is responsible for ensuring clinical excellence in care delivery to HealthCare Partners patients in California. He is board certified in anesthesiology.

Ted Hakias
Senior Vice President, Finance
HealthCare Partners Medical Group

Ted Hakias is the senior vice president of Finance for HealthCare Partners Medical Group. Mr. Hakias works to ensure the fiscal health and vibrancy of HealthCare Partners in California.

Executive Management Biographies
JSA Healthcare Corporation and HealthCare Partners of Nevada

Lorie Glisson, CPA
President and Chief Executive Officer
JSA Healthcare Corporation

Lorie Glisson, CPA, is the president and chief executive officer of JSA Healthcare Corporation. A certified public accountant by training, Ms. Glisson has been with JSA for 15 years and has served as president since May 2005. She has overseen JSA Healthcare Corporation’s growth and expansion in Florida, as well as the merger with HealthCare Partners.

Lance Lieberman, MD, MBA
Chief Medical Officer
JSA Healthcare Corporation

Lance Lieberman, MD, MBA, is the chief medical officer for JSA Healthcare Corporation. Dr. Lieberman has been with JSA for eight years and works to ensure that JSA and its practitioners meet or exceed clinical goals and deliver the highest level of care to patients. He is board certified in general surgery.

Brian Schacker
Chief Financial Officer
JSA Healthcare Corporation

Brian Schacker is the chief financial officer for JSA Healthcare Corporation. Mr. Schacker has been with JSA since 2006 and has over 20 years of experience in the healthcare industry. Mr. Schacker oversees the financial and merger and acquisition activities of JSA.

Bob Clark
Chief Information Officer
JSA Healthcare Corporation

Bob Clark is the chief information officer for JSA Healthcare Corporation. Mr. Clark has been with JSA since 1995 and is charged with leading the company’s efforts to integrate innovative, effective technology into day-to-day operations.

Sherif Abdou, MD
President and Chief Executive Officer
HealthCare Partners of Nevada

Sherif Abdou, MD, is president and chief executive officer of HealthCare Partners of Nevada. He was the first physician hired by Summit Medical Group in 1994 and became president and CEO of HealthCare Partners of Nevada in 2006. Dr. Abdou has been instrumental in the growth and expansion of HealthCare Partners of Nevada. He is board certified in internal medicine.

Sherri Allen, RN
Chief Operating Officer
HealthCare Partners of Nevada

Sherri Allen, RN, is the chief operating officer for HealthCare Partners of Nevada. Ms. Allen brings more than 25 years of healthcare experience in clinical and executive roles to managing the company’s operations.

Lance Spindler
Senior Vice President of Finance
HealthCare Partners of Nevada

Lance Spindler is the senior vice president of finance for HealthCare Partners of Nevada. Mr. Spindler brings 25 years of experience as an executive and consultant in the field of healthcare to his role in managing the financial health of the company.

Todd Lefkowitz
Senior Vice President of Managed Care Operations and Network Development
HealthCare Partners of Nevada

Todd Lefkowitz is the senior vice president of managed care operations and network development for HealthCare Partners of Nevada. Mr. Lefkowitz has more than 15 years experience in healthcare and oversees all of the company’s contracts with practitioners and health plans.