



*Happy 30th*

SHARP COMMUNITY MEDICAL GROUP

2019 ANNUAL REPORT

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## 2019 SHARP COMMUNITY MEDICAL GROUP

## BOARD OF DIRECTORS



## FRONT ROW, LEFT TO RIGHT:

**Mark Huang, M.D.**  
**Sharna Shachar, M.D.**  
**David Bodkin, M.D.** (Secretary)  
**Kenneth Roth, M.D. (President and Chair)**  
**Sergio Flores, M.D.** (Vice President)  
**Louis Maletz, M.D.** (ex officio Arch)  
**Ada Marin, M.D.**

## BACK ROW, LEFT TO RIGHT:

**Greg Czer, M.D.**  
**Craig Saffer, M.D.**  
**Franklin Martin, M.D.** (Treasurer)  
**Ashish Wadhwa, M.D.**  
**Victor Seikaly, M.D.**  
**Alan Schoengold, M.D.** (ex officio)  
**Efrain Valladolid, M.D.**  
**Kevin Considine, D.O.**  
**Charles Athill, M.D.**  
**Alejandro Paz, M.D.** (ex officio Graybill)  
**Bernard Michlin, M.D.**  
**Patricia Kettlehake, M.D.**  
**Eric Orr, M.D.**  
**Larry Chiang, M.D.**  
**Joseph Aquilina, M.D.** (ex officio SharpCare)  
**Dennis Dominguez, M.D.**



# better together

A conversation with  
**Dr. Kenneth Roth**, President,  
and **Paul Durr**, Chief Executive Officer

**Durr:** September 8, 2019 marked the 30th Anniversary of the formation of Sharp Community Medical Group. We started out with just 24 primary care physicians in what is now the Metro Region, contracted with one health plan, with a combined number of managed lives at roughly 10,000. Is it hard for you to fathom how far we've come since then?

**Roth:** Certainly, from our humble beginning, no one could have foreseen that the medical group would grow to over 800 affiliated primary and specialty care physicians, with over 130,000 managed lives. The fact that we are financially sound now, 30 years later, is a true testament to the strong physician leadership and the seasoned executive leadership of the managed services organization.

**Durr:** Can you summarize what led to the formation of SCMG?

**Roth:** In the mid-80s, the current was moving in the direction of managed care. Health plans wanted to put provider groups at risk for their membership through capitation. Sharp HealthCare had a relationship with Rees-Stealy, but independent physicians were not willing to accept capitation at the time. A small number of primary care physicians who were willing to play in the sandbox, came together in order to have more leverage in negotiating managed care contracts with the health plans. That is when we officially formed the group in September of 1989.

**Durr:** Dr. Roth, since you were one of the founding physicians, what were the early days like?

**Roth:** The first ten years were challenging. There were some really tough years where we didn't know if we were going to make it. At times we struggled to pay claims while learning how to practice in a managed care world.

**Durr:** How did the group turn things around? Do you recall some of the pivotal events that helped turn the tide?

**Roth:** Numerous events come to mind, but there are two that really stand out. The first was the decision to recruit specialists into accepting capitation, which required them to provide care for the patients we referred to them under a fixed budget. That move really ushered in a big turnaround for the medical group and fostered a local collaboration between PCPs and specialists in each region, improving coordination across the spectrum of care. As more specialists came onboard, we became better at efficiently managing patient care, refining the model for future success. The second critical component was the way we aligned ourselves with Sharp HealthCare. As Sharp grew, we grew. With the addition of every Sharp hospital, we were right there with them - first with Chula Vista, then Grossmont, Coronado and at one point, even Temecula with Sharp Murrieta.

**Durr:** I was there through much of that time and remember it well. Is there anything else that helped SCMG to turn profitable?

**Roth:** The decision to separate out pediatrics was a key factor. We couldn't cover the cost of pediatrics under capitation, and our health plans and providers were not able to develop

a financially sustainable model for us. We worked with the plans and providers to transition the pediatric business to Children's Hospital, who was looking to expand and lead the way in providing coordinated pediatric care. Because of the growing size of our physician network, we were able to draw a "line in the sand" with our contracted health plans and demand enough revenue to cover the cost of providing care to their patients. Owing to the success we were having as a medical group for independent physicians, we were able to expand into North San Diego County with the addition of the physicians who were part of Palomar Medical Group and Palomar-Pomerado Medical Associates in 1998. Subsequently, our affiliation with Graybill Medical Group, followed by Arch Medical Group, led to the partnership with Palomar Health, expanding our geographic footprint, supported by two large hospital systems.

**Durr:** Our ability to remain profitable has been the key to our growth and survival as an IPA.

**Roth:** Yes, the strong financial position enables us to provide physicians with a venue for independent practice, and provide patients with access to excellent care in their own communities.

**Durr:** How do you see our partnership with Sharp HealthCare evolving from here forward?

**Roth:** I think the new leadership at Sharp may provide new opportunities for the medical group to align even more closely with Sharp in mutually beneficial ways. I've had the opportunity to meet with Chris Howard numerous times. I'm impressed with his experience and the fact that he recognizes the value Sharp Community Medical Group brings to the system. The first time I met with Chris, he told me that he had never seen an IPA like SCMG. I'm confident that with Chris Howard's leadership, SCMG will have a place at the table in determining where the system goes from here.

*"Sharp Community Medical Group is a true asset to Sharp HealthCare and the San Diego community as a whole. It is rare to have such a large group of independent practitioners, operating together as a leading, sophisticated IPA medical group, partnered as one with the region's leading care system to deliver exceptional care to patients in communities far and wide. I am thoroughly impressed by SCMG, its physician and administrative leadership, and look forward to fostering a meaningful and successful relationship in the years ahead."*

**Chris Howard,**  
President & Chief Executive Officer,  
Sharp HealthCare

**Durr:** Looking forward, what do you think will be required for SCMG to continue to prosper for another 30 years?

**Roth:** We have to continue to demonstrate strong leadership, especially in times of hardship. That requires us to communicate better and proactively manage through any challenges along the way. The strength of our group comes from the strong physician leadership and the collective talent of our executive administration. The physicians and shareholders trust us and know they can depend on us. I think that trust is the key component of our success, as well as the sense of "groupness" we've developed over the years. Our interdependence allows us to remain independent. And I believe that sense of "groupness" stems from the realization that we are all truly

**Better Together.**



**KENNETH ROTH, M.D.**  
PRESIDENT



**PAUL DURR**  
CHIEF EXECUTIVE OFFICER



## APG STANDARDS OF EXCELLENCE™ AWARD

**SCMG Achieves “Elite” Status**

# 10<sup>TH</sup> CONSECUTIVE YEAR

Sharp Community Medical Group, achieved “Elite” status - the highest level of recognition - and was acknowledged with the *2019 Standard of Excellence Award™* at the APG Annual Healthcare Conference for the tenth consecutive year.

Members are surveyed regarding Care Management Practices, Information Technology, Accountability and Transparency, Patient-Centered Care, Group Support of Advanced Primary Care, and Administrative and Financial Capability.



## INTEGRATED HEALTHCARE AWARD

**SCMG receives “Excellence in Healthcare” award**

# 3 YEARS

Sharp Community was recognized by the Integrated Healthcare Association (IHA) with the 2019 Excellence in Healthcare award. SCMG also received this recognition in 2015 and 2016.

The Excellence in Healthcare award is the highest level of achievement recognizing physician organizations that have succeeded at achieving strong quality results while effectively managing costs.



## BEST MEDICAL GROUP AWARD

**San Diego Union-Tribune Readers Name SCMG “Best Medical Group”**

# 4 YEARS IN A ROW

The readers of San Diego Union-Tribune named Sharp Community Medical Group “the Best Medical Group in San Diego” four years in a row, from 2015 to 2018.

The outstanding care provided by all of the SCMG-affiliated physicians, practice staff and employees of SCMG is what made this highly visible achievement possible.

# TOP PERFORMERS IN QUALITY

CONGRATULATIONS to the Primary Care Physicians who achieved or exceeded the 75th percentile in the Quality domain for 2018.



Bryan Abramowitz, M.D. Deryl Adderson, M.D. Muhammad Azam, M.D. Gary Boone, M.D. Ira Braverman, M.D. Kimberly Byers-Lund, D.O. Noli Cava, M.D.



Lynne Champagne, M.D. Larry Chiang, M.D. Gregory Czer, M.D. Jeffrey Dysart, M.D. Rolf Ehlers, M.D. Christine Eros, M.D. Denise Honer, M.D.



Patricia Kettlehake, M.D. S. Douglas Klein, M.D. Tung Lai, M.D. Elyn Levine, M.D. Michelle Liske, M.D. Martha Lozano, M.D. James Malinak, M.D.



Kevin Malone, M.D. Karim Mansour, M.D. Ada Marin, M.D. Kevin Merkes, M.D. Tue Nguyen, M.D. Troy Niquidula, M.D. Roger Oen, M.D.



William Padilla, M.D. Laura Petrovich, M.D. Gregory Phillips, M.D. Stephen Reitman, M.D. Harrison Robinson, M.D. Kenneth Roth, M.D. Sanas Sadrieh, D.O.



Akber Safi, M.D. Elizabeth Salada, M.D. Victor Seikaly, M.D.

For the Quality metric, the dates of service used for measurement were January 1, 2018 through December 31, 2018

# TOP PERFORMERS IN PATIENT EXPERIENCE

Special Recognition goes to the physicians who achieved or exceeded the 90th percentile in the Patient Experience domain for 2019.



**Bryan Abramowitz, M.D.**  
Internal Medicine



**Deryl Adderson, M.D.**  
Family Medicine



**Joseph Allen, M.D.**  
Family Medicine



**Joseph Aquilina, M.D.**  
Family Medicine



**Kaveh Bagheri, M.D.**  
Pulmonary Disease



**Philip Bajo, M.D.**  
Cardiology



**Hugo Barrera, M.D.**  
General Surgery



**Reema Batra, M.D.**  
Oncology



**David Bodkin, M.D.**  
Oncology



**Gary Boone, M.D.**  
Family Medicine



**Ira Braverman, M.D.**  
Internal Medicine



**Kimberly Byers-Lund, D.O.**  
Family Medicine



**Noli Cava, M.D.**  
Internal Medicine



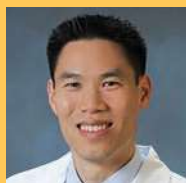
**Daniel Cepin, M.D.**  
Cardiology



**Lynne Champagne, M.D.**  
Internal Medicine



**Alexander Chang, M.D.**  
Vascular Surgery



**Andrew Chen, M.D.**  
Cardiology



**Bryan Chen, M.D.**  
Dermatology



**Gary Cohen, M.D.**  
Allergy



**Kevin Considine, D.O.**  
Family Medicine



**Adam Dao, M.D.**  
Ophthalmology



**Ali Delbakhsh, M.D.**  
Cardiology



**Thomas Diggs, M.D.**  
Cardiology



**Jeffrey Dysart, M.D.**  
Family Medicine



**Rolf Ehlers, M.D.**  
Internal Medicine



**George Fadda, M.D.**  
Nephrology



**Li Fan, M.D.**  
OB/GYN



**Andrew Felfoldi, D.P.M.**  
Podiatry



**Christopher Gilbert, M.D.**  
Cardiology



**Nicole Gullick, M.D.**  
Family Medicine



**Brij Gupta, M.D.**  
Internal Medicine



**Michael Halls, M.D.**  
Plastic Surgery



**David Hansen, M.D.**  
Internal Medicine



**Peter Hoagland, M.D.**  
Cardiology



**Denise Honer, M.D.**  
Internal Medicine



**Gayle Howard, M.D.**  
Ophthalmology



**Stephanie Iem, D.O.**  
Family Medicine



**Gary Jacobs, M.D.**  
Ophthalmology



**Mark Kadden, M.D.**  
Gastroenterology



**Lorne Kapner, M.D.**  
Ophthalmology



**Reza Khoshini, M.D.**  
Gastroenterology



**S. Douglas Klein, M.D.**  
Internal Medicine





**Gregory Langford, M.D.**  
OB/GYN



**Daniel Lee, M.D.**  
Gastroenterology



**Lillian Lee, M.D.**  
Ophthalmology



**Eilyn Levine, M.D.**  
Internal Medicine



**Michelle Liske, M.D.**  
Internal Medicine



**Jose Lopez, M.D.**  
Internal Medicine



**Jennifer MacEwan, M.D.**  
Otolaryngology



**Mikhail Malek, M.D.**  
Cardiology



**James Malinak, M.D.**  
Internal Medicine



**Igor Medic, M.D.**  
Oncology



**Kevin Merkes, M.D.**  
Internal Medicine



**Mona Mofid, M.D.**  
Dermatology



**Barzan Mohedin, M.D.**  
Internal Medicine



**Roger Oen, M.D.**  
Family Medicine



**Christopher Pallia, M.D.**  
Orthopedic Surgery



**Vanessa Peters, M.D.**  
Family Medicine



**Larry Pollack, M.D.**  
Plastic Surgery



**Charles Redfern, M.D.**  
Oncology



**Stephen Reitman, M.D.**  
Internal Medicine



**Kristen Rice, M.D.**  
Oncology



**Akber Safi, M.D.**  
Internal Medicine



**Bobak Salami, M.D.**  
Cardiology



**Alfred Saleh, M.D.**  
Oncology



**Victor Seikaly, M.D.**  
Internal Medicine



**Majid Shahbaz, M.D.**  
Internal Medicine



**Casie Shenoy, M.D.**  
Oncology



**Marie Shieh, M.D.**  
Oncology



**Alexander Shpaner, M.D.**  
Gastroenterology



**Richard Snyder, M.D.**  
Gastroenterology



**Khalil Soomro, M.D.**  
Internal Medicine



**Salvatore Tarantino, M.D.**  
Internal Medicine



**Neil Tarzy, M.D.**  
Family Medicine



**Donald Tecca, M.D.**  
Internal Medicine



**F. Omar Tordilla, M.D.**  
Family Medicine



**Barry Uhl, M.D.**  
Radiation Oncology



**D. Scott Upton, M.D.**  
Internal Medicine



**Paul Volpp, M.D.**  
Radiation Oncology



**Ashish Wadhwa, M.D.**  
Otolaryngology



**John Webb, M.D.**  
Family Medicine



**Terry Winegar, M.D.**  
Family Medicine



**Frank Winton, M.D.**  
Family Medicine



**Jenny Wong, M.D.**  
Family Medicine



**Kin Wong, M.D.**  
Family Medicine



**Suhail Zavaro, M.D.**  
Cardiology



**Kai Zu, M.D.**  
Oncology

## ***Not Pictured***

**Isaac Bakst, M.D.**, Neurology

**Anthony Sanzone, M.D.**, Orthopedic Surgery

Press Ganey surveys received from January 1, 2019 through December 31, 2019. Physicians must have had 30 surveys or more to be included.

# SCMG'S 30TH ANNIVERSARY CELEBRATION GALA

On September 7, 2019, SCMG presidents – both current and past – board members and staff celebrated the medical group's 30th anniversary. Set against the backdrop of the beautiful Birch Aquarium in La Jolla, guests mingled and enjoyed watching the sea life in their natural habitats.

As the sun set over panoramic ocean views, a celebratory toast was given to acknowledge everyone who has worked to make this achievement a reality and wish each other continued successes in the years to come.



Chris Howard, President and Chief Executive Officer Sharp HealthCare, Linda Howard, Megan Hoagland and Peter Hoagland, M.D.



SCMG Presidents: (L to R) Kenneth Roth, M.D. (2011 - present), Ben Hourani, M.D. (1994- 2002), Alan Schoengold, M.D. (2005-2011), and Paul Reeb, M.D. (1989-1994)



Paul Durr, Chief Executive Officer SCMG, John Bokosky, M.D., James Reopelle former Sharp HealthCare board member, and Elizabeth Rabbit former Chief Executive Officer (2000-2007)



Nasrin Arbabi, M.D., Gregory Roberts, Michelle Hamidi, M.D., Silvia Kleiner, Daniel Kleiner, D.P.M, Corinne Ancona-Young, D.O., and Thomas Young



Birch Aquarium docent, Mickey Hansen, Heywood Zeidman, M.D., and David Hansen, M.D.



Sharna Shachar, M.D. and Kevin Malone, M.D.



Board Members: (L to R) David Bodkin, M.D., Greg Czer, M.D., Kenneth Roth, M.D., Kevin Considine, D.O., Franklin Martin, M.D., and Sergio Flores, M.D.



Executive Team: (back L to R) Matt Richardson, Chief Financial Officer, Christopher McGlone, Chief Operating Officer, (front L to R) Lynne H. Milgram, M.D., Chief Medical Officer, Paul Durr, Chief Executive Officer, Vilma Maravilla, R.N., Vice President Clinical Operations and Health Services



Network Team: (L to R) Margie Brigham, Inland North Region, Cari Lundgren, Manager Network Management, Rachelle Hernandez, Director Network Management and Customer Service, Kim Rainey, Metro Region, Kathy Bassler, Chula Vista and Coronado Region, and Angelina Hancock, Grossmont Region

# ENHANCING PATIENT CARE

## SCMG's 2019 CME Conference, September 27 - 29

Each year SCMG offers a weekend conference to help our primary care physicians, specialists, physician assistants, and nurse practitioners earn up to 10 CME credits for their continuing medical education as well as reconnect with one another and spend time with their families.

The 20th annual CME conference held at the Hyatt Regency Huntington Beach provided the perfect setting for attendees to hear from faculty speakers on educational topics from infection prevention and emergency medicine to medical myths and physician burnout. During "free time," adult guests were able to partake in the resort's amenities and enjoy a golf outing while children were invited to participate in the Weird Science themed "Kid's Club."



Christina Flores, Erica Flores, Carol Durr, and Sergio Flores, M.D.



Physicians and their families participated in the Kid's Club activities: (back L to R) Marcelle Khalil, Dennis Dominguez, M.D., (front L to R) Sean and Sophia Stephens, grandkids of Dr. Dominguez



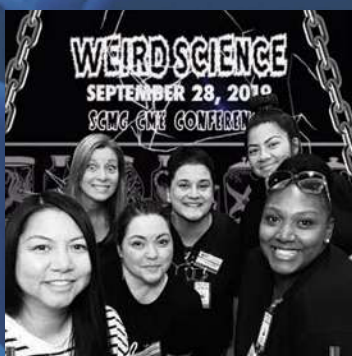
Colleen Roth, Gregory Czer, M.D., Denise Czer, and Lynne Milgram, M.D., Chief Medical Officer



Kenneth Warm, M.D., Laura Petrovich, M.D., Helene Fronek, M.D., Physician Development Coach, U.C. San Diego



Chris Lavertu, Gayle Howard, M.D., Leticia Polanco, M.D., and Joy Emmanuel-Cochrane, D.O.



Kid's Club Volunteers: (back L to R) Lacie Paige, Julie Sproul, R.N., Elizabeth Umana (front L to R) Jezelle Quade, Sally Gonzalez, and Janell Davis



Lloyd Kuritsky, D.O. Medical Director, Population Health



Jessica Wang-Rodriguez and George Rodriguez, M.D.



June Lam, M.D., Ebtissam Korkis, M.D., and Ed Harpin, P.H.D.