Toward Equity in Hypertension Care

PHASE Grantee Convening

November 29, 2018
Oakland, CA
Preventing Heart Attacks and Strokes Everyday (PHASE) is an evidence-based, population health management program and clinical protocol that, when followed, reduces heart attacks and strokes. Developed by Kaiser Permanente in 2002, PHASE has helped reduce heart attacks and strokes among Kaiser Permanente members who were at risk. With funding and the expertise of their physicians, Kaiser Permanente has been sharing PHASE with community clinics and public hospitals since 2006.

kp.org/phase
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# Agenda

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<tr>
<td>8:30 – 9:00</td>
<td>Breakfast &amp; Registration</td>
</tr>
<tr>
<td>9:00 – 9:20</td>
<td>Welcome, Warm Up and Overview of the Day</td>
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</table>
| 9:20 – 10:00| "Recognize, Prioritize, Mobilize: What Health Care Organizations Can Do to Address Disparities"  
Alyce Adams, PhD, Kaiser Permanente Division of Research |
| 10:00 – 10:30| From the Field: Two Organizations and Their Journey Toward Equity  
Ellen Chen, MD, San Francisco Health Network & Joseph Young, MD, Kaiser Permanente |
| 10:30 – 10:45| Reflections on the Equity Roadmap                                     |
| 10:45 – 11:00| Refresh & Stretch                                                      |
| 11:00 – 11:15| Fifteen Minutes of PHASE Fame                                          
Culturally Humble, Appropriate, and Respectful: Kaiser Permanente’s Specialty Blood Pressure Clinic for African-American Patients  
Nailah Thompson, MD, MPH, Kaiser Permanente |
| 11:15 – 12:15| Building Capacity Block-by-Block                                       
Peer sharing around the 5 Building Blocks of PHASE led by the Center for Community Health & Evaluation |
| 12:15 – 12:30| Fifteen Minutes of PHASE Fame                                          
Creating a Diabetes Care Playbook: Our QI Journey  
Brandon Bettencourt, RN, Chapa-De Indian Health |
| 12:30 – 1:30| Nourishment, Networking & New Ideas                                   |
| 1:30 – 3:00| Workshops                                                               |
|            | 1. The Empathy Effect: Countering Bias to Improve Health Outcomes      
Michele Nanchoff, PhD, RPsych, Institute for Healthcare Communication |
2. **Building Community Partnerships for Hypertension Outreach**  
   Chris Chirinos, Center for Excellence in Primary Care at UCSF, with Kenji Taylor, MD, UCSF, and local barbers from the Cut Hypertension Program

3. **Structural Determinants of Health: Examining and Addressing the Forces behind Inequity**  
   Ariana Thompson-Lastad, Josh Neff, Structural Competency Working Group

3:00 – 3:15 Refresh and Stretch


3:45 – 4:00 News from Your Support Partners, Closing & Evaluations

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**Participating Organizations**

**Consortia**  
Community Health Center Network (CHCN)  
Community Health Partnership (CHP)  
Redwood Community Health Coalition (RCHC)  
San Francisco Community Clinic Consortium (SFCCC)

**Public Hospital Systems**  
Alameda Health System (AHS)  
San Francisco Health Network (SFHN)  
San Joaquin General Hospital (SJGH)

**San Mateo Medical Center** (SMMC)  
**Santa Clara Valley Health & Hospital System** (SCVHHS)

**Health Centers**  
Camarena Health  
Chapa-De Indian Health  
Community Medical Centers  
Elica Health Centers  
Golden Valley Health Centers (GVHC)  
Livingston Community Health One Community Health  
Sacramento Native American Health Center (SNAHC)  
Valley Health Team (VHT)
Your Nametag: Your Guide to the Day

We’ve packed a lot of important information on your nametag:

**PHASE**

**Champion**

**Center for Care Innovations**

**Table:** #

**BB:** ABC

**WS:**

This symbol indicates your workshop assignment:

- Building Community Partnerships
- The Empathy Effect
- Structural Determinants of Health

This is your table number: You’ll be seated with your team for most of the day.

This letter represents which Building Block table you’ll work on at during this discussion activity:

- LD: Leadership
- QI: Quality Improvement
- DD: Data-Driven Decision Making
- TM: Team-Based Care
- PM: Panel & Population Management
Morning Speakers
KEYNOTE SPEAKER

Recognize, Prioritize, Mobilize: What Health Care Organizations Can Do to Address Disparities

Alyce S. Adams, PhD

Research Scientist II and Associate Director, Health Care Delivery and Policy, Kaiser Permanente Division of Research, Northern California

Alyce Adams investigates the underuse of clinically effective medications to treat common chronic conditions. She works to demonstrate how this is a critical, modifiable determinant of persistent healthcare disparities. Her studies show that barriers to adherence are present at the patient, provider, healthcare system, and policy levels. She emphasizes the potential of intentional stakeholder engagement to enhance our understanding of the contexts of these disparities and how to address them.

Prior to joining the Division of Research in 2008, Dr. Adams was on faculty at Harvard Medical School, where she received awards from Harvard and the Agency for Healthcare Research and Quality for her mentorship of graduate students and fellows.

Dr. Adams holds both a PhD in Health Policy and an MPP from Harvard University. She is a standing member of the Health Services Organization and Delivery Study Section at NIH.
ELLEN CHEN, MD
Primary Care Director of Population Health & Quality, San Francisco Health Network

Ellen Chen is passionate about improving primary care systems for diverse and low-income populations. She serves as Primary Care Director of Population Health and Quality, promoting practice transformation to improve clinical quality and patient experience across 14 clinics within the San Francisco Health Network, the delivery arm of the San Francisco Department of Public Health.

Previously, she has served as Center Director of Silver Avenue Family Health Center and as the Associate Director of the UCSF Center of Excellence in Primary Care, where she co-led QI initiatives and research projects focusing on health coaching and served as core faculty training family medicine residents.

Dr. Chen is a graduate of Swarthmore College and Harvard Medical School. Her training includes a family medicine residency, chief residency, and faculty development fellowship at UCSF and the California HealthCare Leadership Fellowship.
Joseph D. Young, MD
Kaiser Permanente Northern California

Joe Young is the Kaiser Permanente Northern California Clinical Lead for Hypertension, a PHASE Physician Lead, and the Clinical Lead for Hypertension for the Care Management Institute, a national KP organization whose mission is to disseminate evidence-based best practices across the organization.

He maintains a primary care practice at KP’s Oakland Medical Center, where he has cared for his panel of patients for 27 years, and serves as the Assistant Physician in Chief for Quality for KP’s Oakland and Richmond Medical Centers.

Dr. Young received his B.A. in Molecular Biology and Near Eastern Studies from UC Berkeley and his medical degree from UCLA. He did his residency at Santa Clara Valley Medical Center.

For his contributions to cardiovascular risk reduction, Dr. Young has received TPMG’s Sidney R. Garfield Exceptional Contribution Award and an American Stroke Association Stroke Hero Award.
Reflections on the Equity Roadmap

Use this page to jot down some notes about this morning’s talks and discussions. Write down what you shared for Q1, and talk with a partner about Q2 and Q3.

1. Where is your organization in the “Recognize, Prioritize, Mobilize” roadmap?

2. What would you tell your colleagues who weren’t here about what you just heard?

3. What information do you need to know to take your next step toward equity?
Fifteen Minutes of PHASE Fame

Nailah Thompson, DO, MPH
Kaiser Permanente

Nailah Thompson is a Kaiser Permanente primary care physician and one of two Clinical Hypertension Specialists in Kaiser Permanente’s East Bay region. She also serves as the Program Director of the Internal Medicine Health Disparities and Health Equity track at the Oakland Medical Center and is Oakland’s site director for the KP Internal Medicine Community Medicine Health Disparities Fellowship.

In 2015, Dr. Thompson started a Specialty Blood Pressure Clinic at the Oakland Medical Center as a service to KP Black/African American patients in the East Bay with poorly controlled hypertension. This clinic is dedicated to improving blood pressure control in the Black/African American community and to addressing and eliminating the disparities that exist in hypertension control.

A Bay Area native, Dr. Thompson received her B.A. in Biology from the University of San Diego and her osteopathic medical degree from the University of Health Sciences in Kansas City, Missouri. She completed her residency at the Alameda County Medical Center, where she served as Chief Resident. Dr. Thompson completed a Preventive Medicine Fellowship at the New York City Department of Health and received her MPH from Columbia University. She was designated a Specialist in Clinical Hypertension by the American Society of Hypertension Specialists Program in 2014.
Brandon Bettencourt, RN
Director of Quality Improvement, Chapa-De Indian Health

Brandon Bettencourt is Director of Quality Improvement at Chapa-De Indian Health, which operates clinics in Auburn and Grass Valley.

Though a resident of Northern California for most of his life, Brandon began his healthcare career in Seattle. After completing his bachelor’s degree in biology at Cal State Chico, Brandon had moved to Seattle to help a friend start a meat company.

When he decided he didn’t want to spend the rest of his life selling meat, he became an EMT. That work led Brandon to pursue a nursing program at a community college, work as a nurse at Seattle’s Crisis Solutions Center, and receive his bachelor’s degree in nursing from Cal State Chico.

Brandon has been serving American Indians and people with low incomes at Chapa-De since 2015, when he joined the organization as a Diabetes Case Manager. He has been their Director of Quality Improvement since 2016.
You are seated at a table that highlights one of the five PHASE Building Block domains:

- Leadership
- Quality Improvement
- Data-Driven Decision Making
- Team-Based Care
- Panel & Population Management

**Part 1 (25 minutes):** Assign a note-taker and a spokesperson for your group. Using the Building Capacity Block by Block activity sheet, discuss the Building Block domain data with your group, using the reflective questions provided. Note-taker should document key points of the discussion on the note-taking guide provided.

**Part 2 (20 minutes):** Spokesperson for each table shares with the larger group a key takeaway from the group discussion. (Approximately 2 minutes per table.)
Reflective Questions

1. What have been your team’s successes and/or “Bright Spots”? What has helped you to be successful?

2. What has your team struggled with or where have you failed? Failure is the fuel for success! What have you learned from your “Fabulous Flops”?

3. Which strategies do you think are contributing most to improvements in blood pressure control?
Afternoon Workshops

Please see the symbol indicated on your nametag for your assigned workshop.

♫ Building Community Partnerships for Hypertension Outreach

☀ The Empathy Effect: Countering Bias to Improve Health Outcomes

⚠ Structural Determinants of Health: Examining and Addressing the Forces Behind Inequity
Building Community Partnerships for Hypertension Outreach

Workshop Description

It’s often necessary to go beyond the four walls of the clinic to reach patients most at risk for heart disease where they are—in our communities—especially as part of the pursuit for equity in hypertension care.

This workshop will discuss the topic of community partnerships within the context of the fascinating Cut Hypertension Program, which brings blood pressure screenings to African-American barbershops. Barbers are trained to be health coaches to identify clients who have hypertension or other medical/mental health concerns, and then refer them to health care services.

Workshop faculty includes Chris Chirinos from CEPC along with the Cut Hypertension Program’s founder, Dr. Kenji Taylor from UCSF Family Medicine, and Yusef Wright of Benny Adem Grooming Parlor, one of the barbers bringing this program to life.

The workshop will discuss:

- What does it take to build a community program?
- What are the critical success factors for building trust?
- How can we support our community partners in building skills (e.g., BP measurement, key health coaching skills)?
- What kind of training needs to occur?
Kenji Taylor, MD
Family & Community Medicine, UCSF

Kenji attended medical school at the University of Pennsylvania, where he developed a passion for addressing health disparities, social justice, and community medicine in West Philadelphia.

As a medical student, he developed the Cut Hypertension program, a blood pressure screening, education, and referral program based in African American barbershops. He has since spread the work to Atlanta and the Bay Area.

As a chief resident in family medicine at UCSF, he is excited about exploring the potential for innovative care models and technology in the community to improve access for underserved populations through the Cut Hypertension Program. He is also interested in HIV primary care, mentoring black men of color in medicine and medical education.

Chris Chirinos
Program Manager for Practice Coaching and Training, Center for Excellence in Primary Care

Chris manages CEPC’s practice coaching and training team and serves as a practice coach and master trainer for CEPC’s health coaching curriculum. She also served as the project manager in an endeavor to take CEPC’s in-person health coaching training into an online format.
Prior to her current role, Chris served as a COPD health coach for a CEPC randomized control trial study. She has served underrepresented populations in primary care settings for over 20 years and has health-coached patients with a myriad of chronic conditions for the last 7 years.

Prior to joining UCSF, Chris ran her own tutoring company for 17 years. Chris holds an undergraduate degree in molecular and cell biology with an emphasis in neurobiology from the University of California, Berkeley. She is currently pursuing a medical degree.

Yusef Wright
Barbershop
Proprietor, Adem Grooming Parlor

My instructor in Barber School told me the day you stop learning is the day you should quit. He had an eloquent way of speaking about life through the context of barbering. To me, he exemplified the best of what this trade has to offer. Respect for the craft, love for the shop, the willingness to share and educate, and the paramount value placed on the relationship between patron and provider; never overlooking the smallest of details.

I acquired as many qualities as I could while under his guidance and strive daily to hone my craft and self. I believe that care, that respect, that meticulousness, and the value placed on the client experience is what shapes me as a Barber. Every single time, I give the best I have to offer.
The Empathy Effect: Countering Bias to Improve Health Outcomes

Workshop Description

Trusting relationships between the entire healthcare team and our patients are essential for effective care. Yet, in our work, as in all human interactions, people hold ideas and feelings about others that may inadvertently involve judgment, demonstrate stigma, and reflect bias—all of which are especially harmful to vulnerable populations, and can lead to inequities.

We all have judgments, and we can learn to mitigate them. An evidence-based effective way to do this? Empathy.

This workshop teaches strategies for recognizing and countering triggers of judgment, and specific skills for conveying empathy. By applying the straightforward skills from this workshop to everyday interactions, staff can reduce the risk of bias, provide more equitable care, and increase patient adherence and satisfaction.

Furthermore, when staff use skills that convey empathy, they experience fewer “difficult” interactions and report greater job satisfaction, which can increase retention and decrease burnout.
Speaker Bio

Michele Nanchoff, PhD, RPsych
Senior Trainer, Institute for Healthcare Communication

Michele Nanchoff is a psychologist, marriage and family therapist, and nurse. She operates a counselling and consulting practice in Calgary, Canada.

Bringing over 30 years of experience in mental health and counselling in primary care, tertiary care, and ambulatory care settings, she also provides coaching to physicians and other health professionals to improve their communication skills.

Dr. Nanchoff is a senior trainer for the Institute for Health Care Communication. She conducts workshops and courses in clinician-patient communication throughout Canada and the U.S. In addition, Dr. Nanchoff holds an adjunct faculty appointment with the Department of Family Medicine at the University of Calgary.
Workshop Description

Why do health disparities exist? How do we move toward equity in our work? This workshop will go beyond the common behavioral, cultural, and biological explanations of health disparities to analyze the structural forces behind inequity.

How do policies, economics, and institutions produce and perpetuate health disparities and social inequities in categories including race, class, gender, and sexuality? Recognizing the impact of these social structures on patients, providers, and care organizations is essential for caring for the populations we serve, and a necessary step toward equity.

In this workshop by the Structural Competency Working Group—composed of clinicians, scholars, public health professionals, students, educators, and community members—participants will:

- Identify key concepts of social structures and patient health
- Analyze and discuss a clinical case study to gain tangible skills for identifying structural forces affecting particular patient populations
- Explore the difference between social and structural determinants of health
- Ideate and articulate strategies to respond to the influences of structures in and beyond healthcare settings
Ariana Thompson-Lastad
Trainer, Structural Competency Working Group
Postdoctoral Fellow, Osher Center for Integrative Medicine

Ariana holds a PhD in sociology from UCSF and worked for 5 years as a health educator and diabetes care coordinator in a Bay Area community health center. Her research focuses on health disparities, group medical visits, chronic pain, and access to integrative medicine.

Josh Neff
Co-Founder, Co-Coordinator, Structural Competency Working Group

Josh earned his master’s degree on medical anthropology, and will receive an MD from the UCSF School of Medicine in Spring 2019. Before starting medical training, Josh led backpacking trips with teens and worked as a whitewater rafting guide. He also served as a Health Coach at Highland Hospital, an HIV Test Counselor at the Berkeley Free Clinic, and a medical scribe in the at San Francisco General Hospital.

The Structural Competency Working Group (structcomp.org) is comprised of clinicians, scholars, public health professionals, students, educators, and other community members. Founded in 2014, our goal is to help promote the training of health professionals in structural competency. We develop and disseminate open-use structural competency curricula.
TEAM ACTIVITY

Action Planning

Testing Changes for Equity Using Plan-Do-Study-Act (PDSA)

Use the Team Time Equity PDSA Worksheet to help you plan next steps after this convening. We recommend using PDSA cycles (described below) to test changes for equity.

Aim: Describe the aim of this project. What is your measurable goal?

Note: If you already have defined disparities reduction goal(s) in your organization, pick one of those.

Every aim will require multiple smaller tests of change:

<table>
<thead>
<tr>
<th>Plan</th>
<th>List the tasks needed to set up this test of change, who is responsible, and when &amp; where it will be done. Predict what will happen and document what measures you will use to determine if the prediction is correct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do</td>
<td>Describe what actually happened when you ran the test (include surprises).</td>
</tr>
<tr>
<td>Study</td>
<td>Describe the measured results and how they compared to the predictions.</td>
</tr>
<tr>
<td>Act</td>
<td>Describe what modifications to the plan will be made for the next cycle from what you learned.</td>
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What’s Next?

Onboarding Playbook

Check out the latest version of our Onboarding Playbook, found at careinnovations.org/phasesupport/onboarding/

Hear from the PHASE Community

This version has been upgraded to include the voices of champions from our PHASE community. The web-based Playbook is intended to be a role-based, one-stop shop for introducing new staff to PHASE.

We’ve updated the sections to include short videos that bring these actions to life. Our thanks to members of the PHASE community for providing real-world perspectives on the organizational alignment needed to prevent heart attacks and strokes every day.
CFI Year-End Reflection Report
Due January 2, 2019
The CFI Year-End Reflection is intended to help you reflect on progress, lessons learned, and outcomes achieved relative to one’s initial goals. It also will serve as your annual narrative grant report to Kaiser Permanente (along with a budget report) and be used in CCHE’s evaluation activities.

The CFI Year-End Reflection Form will be sent to your team lead by the end of November. Learn more and submit your report at careinnovations.org/phase-cfi-yer-submission/.

Sneak Peek: Spring 2019 Events
Dates to be announced...
Events to come in the new year include:

In-Person Convening  Peer Learning Site Visits

Stay tuned for more information!
1. **Alyce Adams**  
   Kaiser Permanente  
   Research Scientist  
   alyce.s.adams@kp.org

2. **Anuit Albahar**  
   Community Medical Centers  
   QI Coordinator  
   aalbahar@cmcenters.org

3. **Ryan Alipio**  
   Community Health Center Network  
   Population Health Coordinator  
   ralipio@chcnetwork.org

4. **Alyssa Alvarez**  
   Community Medical Centers  
   Director of QI  
   aalvarez@cmcenters.org

5. **Veenu Aulakh**  
   Center for Care Innovations  
   President  
   veenu@careinnovations.org

6. **Felicia Batts**  
   Livingston Community Health  
   Director of Care Integration  
   fbatts@visitlch.org

7. **Brandon Bettencourt**  
   Chapa-De Indian Health  
   Director of QI  
   bbettencourt@chapa-de.org

8. **Kelly Bond**  
   Redwood Community Health Coalition  
   Population Health Project Manager  
   kbond@rchc.net

9. **Barbara Burley**  
   Native American Health Center  
   Clinical Data Manager  
   barbarabu@nativehealth.org

10. **Livier Cabezas**  
    Kaiser Permanente  
    Senior Consultant  
    livier.cabezas@kp.org

11. **Wendy Calderon**  
    Sacramento Native American Health Center  
    Director of Health Services  
    wendy.calderon@snahc.org

12. **Diana Camacho**  
    Kaiser Permanente  
    Sr. Project Manager  
    diana.c.camacho@kp.org

13. **Beatriz Cano**  
    Tri-City Health Clinic  
    Chronic Care Coordinator  
    bcano@tri-cityhealth.org

14. **Melinda Carroll**  
    Chapa-De Indian Health  
    Director of Nursing  
    mcarroll@chapa-de.org

15. **Kendra Chaikind**  
    Center for Care Innovations  
    Communications Manager  
    kendra@careinnovations.org
16. James Chapeton  
   Alliance Medical Center  
   Data Analyst  
   james4jim@gmail.com

17. Ellen Chen  
   San Francisco Health Network  
   Primary Care Director of  
   Population Health  
   ellen.chen@sfdph.org

18. Veasna Chhith  
   UCSF  
   Training and Communications Coordinator  
   veasna.chhith@ucsf.edu

19. Chris Chirinos  
   UCSF | Family and Community Medicine | Center for Excellence in Primary Care  
   Program Manager  
   chris.chirinos@ucsf.edu

20. Mariel Corpuz-Duro  
   Santa Clara Valley Medical Center  
   Licensed Vocational Nurse- PHC  
   mariel.corpuz-duro@hhs.sccgov.org

21. Michael Cox  
   Kaiser Permanente  
   Project Manager III  
   michael.p.cox@kp.org

22. Cynthia Davis  
   Marin Community Clinics  
   Registered Nurse  
   cdavis@marinclinic.org

23. Delpar Diolazo  
   Golden Valley Health Centers  
   Nursing Services Manager  
   ddiolazo@gvhc.org

24. Ronald Dominguez  
   Valley Health Team  
   MD/Associate CMO  
   rdominguez@vht.org

25. Stephanie Furtado  
   Mission Neighborhood Health Center  
   Director, Clinical Operations & QI  
   stephaniefurtado@mnhc.org

26. Helen Gambrah  
   San Francisco Health Network  
   Health Equity Coordinator  
   helen.gambrah@sfdph.org

27. Holly Garcia  
   Alameda Health System  
   Director, Ambulatory Operations  
   hgarcia@alamedaahealthsystem.org

28. Jacqueline Gaytan  
   Mission Neighborhood Health Center  
   RD/Chronic Care Coordinator  
   jacquelinegaytan@mnhc.org

29. Elvie Goddard  
   Santa Clara Valley Medical Center  
   Licensed Vocational Nurse  
   elvie.goddard@hhs.sccgov.org

30. Alicia Gonzales  
   One Community Health  
   LVN CQI Coordinator  
   agonzales@onecommunityhealth.com

31. Megha Goyal  
   San Joaquin General Hospital  
   Provider Champion, PMC  
   mgoyal@sjgh.org
32. John Guardiola  
San Joaquin General Hospital  
Business Analyst II  
jguardiola@sjgh.org

33. Christian Guerrero  
Tiburcio Vasquez Health Center  
Medical Assistant  
christianguerrero@tvhc.org

34. Chetan Gujarathi  
Livingston Community Health  
QI Supervisor  
cgujarathi@visitlch.org

35. Neha Gupta  
Alameda Health System  
Medical Director, PRIME and QIP  
negupta@alamedahaathystem.org

36. Molly Hart  
Community Health Center Network  
Director of Clinical Optimization  
mhart@chcnetwork.org

37. Edlyn Hernandez  
Tiburcio Vasquez Health Center  
Clinical Team Supervisor  
edlynhernandez@tvhc.org

38. Jeremy Ho  
South of Market Health Center  
Quality improvement Manager  
hgarcia@alamedahaathystem.org

39. Beatrice Huang  
UCSF | Family and Community Medicine | Center for Excellence in Primary Care  
Project Manager  
beatrice.huang@ucsf.edu

40. David Hughes  
Elica Health Centers  
COO/CFO  
dhughes@elicahealth.org

41. Kent Imai  
Community Health Partnership of Santa Clara County  
Medical Director  
kent@chpscc.org

42. Bradley Jacobson  
San Mateo Medical Center  
Population Health Analytics Manager  
bjacobson@smcgh.org

43. Pushkal Jadaun  
Camarena Health  
Physician  
pjadaun@camarenahaath.org

44. Fatima Jaimes  
Livingston Community Health  
Director of Nursing  
fjaimes@visitlch.org

45. Jessica Jamison  
Tiburcio Vasquez Health Center  
Director, Clinical Quality  
jessicajamison@tvhc.org

46. Maggie Jones  
Center for Community Health and Evaluation  
Director  
maggie.e.jones@kp.org

47. Lanea Jueco  
Golden Valley Health Centers  
Director Of Nursing  
ljueco@gvhc.org
48. Prabhjot Kaur
San Mateo County Health
Charge Nurse
pkaur@smcgov.org

49. Danielle Kihara
Alameda Health System Foundation
Development Specialist
dkihara@alamedahealthsystem.org

50. Gozel Kulieva
San Francisco Community Clinic Consortium
Data Analyst
gkulieva@sfcccc.org

51. SA Kushinka
Center for Care Innovations
Program Consultant
sa@careinnovations.org

52. Jaclyn Lau
Center for Care Innovations
Event Coordinator
jaclyn@careinnovations.org

53. Angela Liu
Center for Care Innovations
Program Coordinator
angela@careinnovations.org

54. Amelia Loo
Tri-City Health Clinic
Nutrition Services Coordinator
aloo@tri-cityhealth.org

55. Leslie MacConnell
Planned Parenthood Mar Monte
Center Manager
leslie_macconnell@ppmarmonte.org

56. Vladyslav Makhno
Elica Health Centers
Director of EHR
vmakhno@elicahealth.org

57. Danielle Malone
Community Health Partnership of Santa Clara County
Project Manager
danielle@chpscc.org

58. Jillian Marks
One Community Health
Nurse Supervisor
jmarks@onecommunityhealth.com

59. Joanyett Mays-Scott
One Community Health
Nurse Manager
jmays-scott@onecommunityhealth.com

60. Anusha McNamara
San Francisco Health Network
Clinical Pharmacist
anusha.mcnamara@sfdph.org

61. Yeshe Mengesha
School Health Clinics of Santa Clara County
Clinic Manager

62. Laura Miller
Community Health Center Network
Chief Medical Officer
lmiller@chcnetwork.org

63. Tamara Miroshnichenko
Elica Health Centers
General Manager
tmiroshnichenko@elicahealth.org
64. Rebecca Munger
   Redwood Community Health Coalition
   Clinical Program Director
   rmunger@rchc.net

65. Amy Muro
   Planned Parenthood Mar Monte
   Lead RN Trainer
   amy_muro@ppmarmonte.org

66. Trushna Nagindas
   Tri-City Health Clinic
   Wellness Program Manager
   tnagindas@tricityhealth.org

67. Michele Nanchoff
   Institute for Healthcare Communication
   Psychologist
   mng@nanchoff.com

68. Senely Navarrete
   One Community Health
   Quality Director
   snavarrete@onecommunityhealth.com

69. Scott Needle
   Elica Health Centers
   Chief Medical Officer
   sneedle@elicahealth.org

70. Joshua Neff
   UCSF
   Medical Student
   josh.a.neff@gmail.com

71. Octavio Nevarez
   Health Right 360
   QI Manager
   onevarez@healthright360.org

72. Rachel Nevarez
   Sacramento Native American Health Center
   Medical Programs Manager
   rachel.nevarez@snahc.org

73. Phillip Nguyen
   Chapa-De Indian Health
   Clinical Pharmacist
   pnguyen@chapa-de.org

74. Nancy Nguyen
   Community Health Partnership of Santa Clara County
   Program Coordinator
   nancy@chpscc.org

75. Priya Nilekani
   Kaiser Permanente
   Consulting Manager
   priya.v.nilekani@kp.org

76. Jean Nudelman
   Kaiser Permanente
   Director, Community Benefit Programs
   jean.nudelman@kp.org

77. Myla Ocampo-Wong
   Tri-City Health Clinic
   RD
   ssekhar@tricityhealth.org

78. Rosa Pavey
   Livingston Community Health
   Clinic Training Manager
   rpavey@visitlch.org

79. Hope Perez
   Livingston Community Health
   Clinical Training Manager
   hperez@visitlch.org
80. Henry Rafferty
San Francisco Health Network
Health Program Coordinator
henry.rafferty@sfdph.org

81. Michelle Rosaschi
Redwood Community Health Coalition
Program Manager
mrosaschi@rchc.net

82. Michael Rothman
Center for Care Innovations
Executive Director
michael@careinnovations.org

83. Ajay Saini
Elica Health Centers
Director QA
asaini@elicahealth.org

84. Carlos Salazar
Santa Clara Valley Medical Center
PRIME Project Manager
carlos.salazar@hhs.sccgov.org

85. Suzanne Samuel
Suzanne Samuel Consulting Consultant
suzanne@suzannesamuel.com

86. Misty Sanders
Camarena Health
RN/Clinical Care Coordinator
msanders@camarenahealth.org

87. Lalitha Sankran
San Mateo Medical Center
Manager, Office of Health Equity and Diversity
lsankran@smcgov.org

88. Judith Sansone
San Francisco Health Network
Director of Nursing Primary Care
judyth.sansone@sfdph.org

89. Jennie Schoeppe
Center for Community Health and Evaluation
Project Manager
jennie.a.schoeppe@kp.org

90. Sangeetha Sekhar
Tri-City Health Clinic
Care Coordinator
mocampo-wong@tri-cityhealth.org

91. Elizabeth Shaw
Marin Community Clinics
Family Physician
eshaw@marinclinic.org

92. Brian Shaw
Sacramento Native American Health Center
Certified Diabetes Educator
brian.shaw@snahc.org

93. Joan Singson
San Joaquin General Hospital
Director of Population Health Management
jsingson@sjgh.org

94. Tracy Sisemore
One Community Health
Director of Nursing
tsisemore@onecommunityhealth.com

95. Monish Sodhi
San Joaquin General Hospital
Provider Champion, FMC
msodhi@sjgh.org

96. Kenji Taylor
UCSF | Family and Community Medicine
Chief Resident
kenji.taylor@ucsf.edu
<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Organization</th>
<th>Position</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>97</td>
<td>Nailah Thompson</td>
<td>Kaiser Permanente</td>
<td>Director Health Equity and Disparities Residency</td>
<td><a href="mailto:nailah.a.thompson@kp.org">nailah.a.thompson@kp.org</a></td>
</tr>
<tr>
<td>98</td>
<td>Ariana Thompson-Lastad</td>
<td>UCSF</td>
<td>Postdoctoral Fellow</td>
<td><a href="mailto:ariana.thompson-lastad@ucsf.edu">ariana.thompson-lastad@ucsf.edu</a></td>
</tr>
<tr>
<td>99</td>
<td>Suzanne Tsang</td>
<td>San Mateo Medical Center</td>
<td>Business Strategist</td>
<td><a href="mailto:stsang@smcgov.org">stsang@smcgov.org</a></td>
</tr>
<tr>
<td>100</td>
<td>Cristina Vargas</td>
<td>Camarena Health</td>
<td>Health Education Manager</td>
<td><a href="mailto:cvargas@camarenahealth.org">cvargas@camarenahealth.org</a></td>
</tr>
<tr>
<td>101</td>
<td>Tania Vigil</td>
<td>Tiburcio Vasquez Health Center</td>
<td>Clinical Team Supervisor</td>
<td><a href="mailto:taniavigil@tvhc.org">taniavigil@tvhc.org</a></td>
</tr>
<tr>
<td>102</td>
<td>Diana Villafan</td>
<td>Valley Health Team</td>
<td>Health Center Manager</td>
<td><a href="mailto:dvillafan@vht.org">dvillafan@vht.org</a></td>
</tr>
<tr>
<td>103</td>
<td>Gina Vittori</td>
<td>Santa Clara Valley Medical Center</td>
<td>Transformation Coordinator</td>
<td><a href="mailto:gina.vittori@hhs.sccgov.org">gina.vittori@hhs.sccgov.org</a></td>
</tr>
<tr>
<td>104</td>
<td>Alexis Wielunski</td>
<td>Center for Care Innovations</td>
<td>Program Manager</td>
<td><a href="mailto:alexis@careinnovations.org">alexis@careinnovations.org</a></td>
</tr>
<tr>
<td>105</td>
<td>Winston Wong</td>
<td>Kaiser Permanente</td>
<td>Medical Director, Community Health</td>
<td><a href="mailto:winston.f.wong@kp.org">winston.f.wong@kp.org</a></td>
</tr>
<tr>
<td>106</td>
<td>Yusef Wright</td>
<td>Benny Adem Grooming Parlor</td>
<td>Barbershop Proprietor</td>
<td><a href="mailto:yusef@bennyadem.com">yusef@bennyadem.com</a></td>
</tr>
<tr>
<td>107</td>
<td>Joseph Young</td>
<td>Kaiser Permanente</td>
<td>Clinical Hypertension Lead</td>
<td><a href="mailto:joseph.d.young@kp.org">joseph.d.young@kp.org</a></td>
</tr>
</tbody>
</table>
Get in Touch

Angela Liu, CCI, Program Coordinator
angela@careinnovations.org
Alexis Wielunski, CCI, Program Manager
alexis@careinnovations.org
Michael Rothman, CCI, Executive Director
michael@careinnovations.org
Michael Cox, Kaiser Permanente
Michael.P.Cox@kp.org
Maggie Jones, CCHE
jones.margaret@ghc.org
Carly Levitz, CCHE
levitz.c@ghc.org
Jennie Schoeppe, CCHE
schoeppe.j@ghc.org

Thanks for spending the day with us!