



**Mathematica**  
Progress Together

## Implementing High Quality Primary Care in California: A Policy Roundtable

Speakers | September 2021



**Palav Babaria**, California Department of Health Care Services

Palav Babaria (M.D., M.H.S.) was appointed chief quality officer and deputy director of quality and population health management at the California Department of Health Care Services in March 2021. Before joining the department, she served as chief administrative officer for ambulatory services at the Alameda Health System, where she was responsible for outpatient clinical operations, quality of care, and strategy for primary care, specialty care, dental services, and integrated and specialty behavioral health. Babaria also served as executive sponsor for value-based programs, including the Medi-Cal Section 1115 waiver. She previously served as medical director of K6 Adult Medicine Clinic, where she managed a large urban hospital-based clinic, overseeing all practitioners, improving quality of care, and patient safety programs. In addition, she served on the Clinical Advisory Committee with the California Association of Public Hospitals/Safety Net Institute. She also has more than a decade of global health experience and her work has been published in the *New England Journal of Medicine*, *Academic Medicine*, *Social Science & Medicine*, the *L.A. Times*, and the *New York Times*. Babaria received a Doctor of Medicine and Master of Health Science degrees from Yale University and her bachelor's degree from Harvard College. She completed residency training in internal medicine and global health fellowship at the University of California, San Francisco.

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**Alice Hm Chen**, Covered California

Alice Hm Chen (M.D., M.P.H.) is chief medical officer at Covered California, the state's health insurance marketplace, where she develops health care strategy focused on quality, equity, and delivery system transformation. Previously, Chen served as deputy secretary for policy and planning and chief of clinical affairs for the California Health and Human Services Agency, where she led many of the agency's signature health policy initiatives on affordability and access and played a leadership role in the state's response to the COVID-19 pandemic. She also served as chief integration officer for Zuckerberg San Francisco General Hospital and founding director of the eConsult program before becoming inaugural chief medical officer and deputy director for the San Francisco Health Network, the city's \$2 billion-a-year publicly funded integrated delivery system. A professor of medicine at the University of California San Francisco, she has published more than 50 book chapters, research articles, and peer-reviewed articles, including in the *New England Journal of Medicine*, *JAMA*, and *Health Affairs*. Chen currently serves as board president of The Health Initiative and on the Harvard University Board of Overseers. She is also a member of the Aspen Global Leadership Network. A graduate of Yale University, the Stanford University School of Medicine, and the Harvard T.H. Chan School of Public Health, Chen's training includes an internal medicine residency in primary care and chief residency at Brigham and Women's Hospital. She maintains an active primary care practice at Zuckerberg San Francisco General Hospital and is proficient in Mandarin and Spanish.



**Kathryn Phillips**, California Health Care Foundation

Kathryn Phillips (M.P.H.) is a senior program officer on California Health Care Foundation's (CHCF) Improving Access team, which works to improve access to coverage and care for Californians with low incomes. Phillips serves as the CHCF liaison and managing partner for the California Improvement Network and leads the foundation's efforts to advance primary care, including modernizing payment for Federally Qualified Health Centers and public health care systems, accelerating adoption of integrated behavioral health care, and increasing investment in primary care. She also supports the foundation's efforts to address California's health care workforce shortages. Before joining CHCF, Phillips was the program director for practice transformation at Qualis Health, a nonprofit consulting firm focused on population health. She directed regional and national quality improvement projects, including the landmark Safety Net Medical Home Initiative, which developed and tested an evidence-based framework to guide primary care redesign. Her portfolio also included initiatives to advance care integration and the capacity of primary care practices to deliver behavioral health and oral health services. Phillips' experience also includes designing evidence-based purchasing guidelines and workplace health programs for the Center for Prevention and Health Services at the National Business Group on Health, where she managed public-private partnerships to advance clinical preventive services, maternal and child health, and behavioral health. She is also a member of the California Quality Collaborative Executive Committee. Phillips holds a bachelor's degree in anthropology from the University of Oregon and a master's degree in public health from the University of Michigan.

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**Robert Phillips**, Center for Professionalism & Value in Health Care, American Board of Family Medicine Foundation

Robert Phillips (M.D., M.S.P.H.) was named the founding executive director of the Center for Professionalism & Value in Health Care at the American Board of Family Medicine Foundation in 2018. He also co-chairs the National Academies of Sciences, Engineering, and Medicine committee on implementing high quality primary care. From 2004 to 2012, Phillips was director of the Robert Graham Center for Policy Studies in Family Medicine and Primary Care in Washington, DC. In 2012, he moved to the American Board of Family Medicine as vice president for research and policy. Phillips currently practices part-time in a community-based residency program and is a professor of family medicine at Georgetown University and Virginia Commonwealth University. He also holds faculty appointments at George Washington University and Harvard Medical School. He previously served on the American Medical Association's Council on Medical Education, as president of the National Residency Matching Program, vice chair of the Council on Graduate Medical Education, and co-chair of the subcommittee on population health on the National Committee for Vital and Health Statistics. He served as a Fulbright Specialist to the Netherlands in 2012 and New Zealand in 2016. A nationally recognized leader on primary care policy and health care reform, Phillips was elected to the National Academy of Medicine (NAM) in 2010 and currently chairs the NAM Membership Committee. Phillips is a graduate of the Missouri University of Science and Technology and the University of Florida College of Medicine where he graduated with honors for special distinction. He trained in family medicine at the University of Missouri, followed by a fellowship in health services research and public health.



**Diane Rittenhouse**, Mathematica

Diane Rittenhouse (M.D., M.P.H.) is a senior fellow at Mathematica and professor of family medicine and health policy at the University of California, San Francisco. She has two decades of experience researching primary care organization, delivery, finance, and workforce—and translating that research into policy. Rittenhouse has substantial mixed-methods evaluation experience, having led many studies that contributed to discussions on health care reform. She was principal investigator for the evaluation of federal efforts to restore, expand, and improve primary care services in greater New Orleans after Hurricane Katrina and co-investigator on large-scale national studies of physician practices. Most recently, she was principal investigator on a project to identify policy options for strengthening graduate medical education in California. She has published in leading journals, including the *Journal of the American Medical Association* and the *New England Journal of Medicine*, and has been cited in the *New York Times*, the *Wall Street Journal*, the *Los Angeles Times*, and *USA Today*. She practiced family medicine for 10 years in a community-based faculty practice at the University of California, San Francisco. Rittenhouse received her doctorate in medicine from the University of California, Davis, and her master's degree in public health with an emphasis in health policy and management from the University of California, Berkeley. Before her medical training, she worked for the California Statewide Office of Health Planning and Development and the U.S. deputy assistant secretary for health in Washington, DC.

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## **Richard Seidman, L.A. Care Health Plan**

Richard Seidman (M.D., M.P.H.) is chief medical officer at L.A. Care Health Plan. He develops and implements strategies and initiatives to ensure quality health care delivery to more than two million members of the health plan—some of the most vulnerable in the county. Seidman oversees the medical leadership of the organization and focuses on enhancing access and the quality of care provided through contracted plans and providers. From 2011–2017, he served as the chief medical officer at Northeast Valley Health Corporation (NEVHC), one of the nation’s largest Federally Qualified Health Centers. Seidman first joined NEVHC as a staff pediatrician in 1993 and remained until 2004. He served as a pediatrician, medical director, and the chief medical officer at NEVHC before joining L.A. Care Health Plan for the first time in 2005. At L.A. Care, Seidman served as medical director and senior medical director where he was responsible for quality improvement, health education, and incentive programs, and worked to develop innovative programs to improve outcomes and promote adoption of health information technology. In his most recent tenure at NEVHC, Seidman oversaw the quality and safety of clinical care and played a lead role in adopting and implementing certified electronic health records. Seidman also optimized quality and incentive earnings for electronic health records. Seidman earned his undergraduate degree in community health from the University of California, Davis, a Doctor of Medicine from the Charles R. Drew/UCLA School of Medicine, and a Master of Public Health from the UCLA Fielding School of Public Health. He completed his internship in pediatrics at Harbor-UCLA Medical Center, residency in pediatrics at Cedars-Sinai Medical Center, and residency in preventive medicine at UCLA and the Los Angeles County Department of Health Services. Seidman is board certified in pediatrics and preventive medicine.

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