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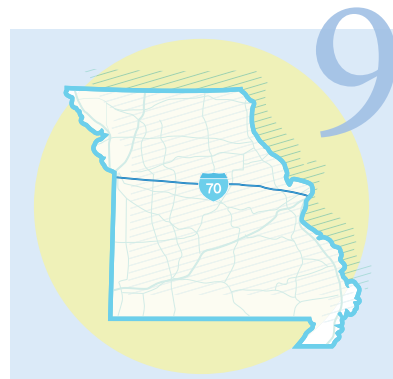
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Crossroads

with Dr. Richard Merkin

Dr. Merkin's unique perspective as Innovation, Technology, Legislation and Care Delivery come together to impact the future of population health.



Technology's Role in the Future of Healthcare

While many scientists and engineers will agree that uncovering nature's secrets plays a vital role in science and medicine innovation, new technology is delivering solutions for unique conditions and taking on inherent medical challenges that would not be possible without its existence.

Technology has moved forward in leaps and bounds, but many companies still struggle with the challenges of adoption and integration. One component that may bridge the gap and resolve many of these issues is the deployment of Internet of Things (IoT). IoT is revolutionizing the way we interact with each other using devices and other items embedded with electronics, software, sensors, and network connectivity that enables objects to collect and exchange data.

IoT will play a significant role in the decades to come, not just for the healthcare industry, but also for all businesses looking to leverage this technology.

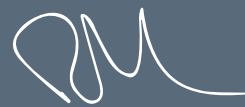
IoT provides smart solutions with a diversity of applications for smart homes, smart buildings, travel and transportation, health and personal care, retail, agriculture, construction, and more. IoT will play a significant role in the decades to come, not just for the healthcare industry,

but also for all businesses looking to leverage this technology.

In 2016, Gartner, Inc. conducted a survey predicting that 43% of all companies would be using IoT or have considered implementing the process¹. Some barriers remain, like finding solutions to extend the battery life of devices and lowering production costs. These same challenges are evident in the nano-devices used in the research of Professor Azita Emami, one of our Merkin Investigators at Caltech, whose goal is to revolutionize how implanted sensors collect and relay data. This technology would immediately notify diabetic patients and their doctors of any changes to one's blood sugar levels so that they can take immediate action. Ultimately, these nano-sensors would allow the ability to administer treatment and therapies directly into the body.

The ever-changing world of technology will continue to help determine the healthcare outcomes for millions of people. Startup healthcare companies like Bowhead Health, for example, have invented a device capable of reading your biometric data

in real-time. This device would tackle life-threatening diseases by dispensing medicine via a kiosk after a submitted blood test. A copy of the blood test results could also be sent to the person's physician². Healthcare technology such as these would leverage shared data and drastically reduce costs, making healthcare more available to more people - at any time - anywhere in the world.



Richard Merkin, M.D.

Healthcare visionary, Dr. Richard Merkin, has spent the last 40 years implementing a successful, workable business model to address the needs and challenges of affordable managed healthcare.

■ Feature Story

NEW DNA BASE-EDITING APPROACH CAN POTENTIALLY TREAT THOUSANDS OF HEREDITARY DISEASES



¹The Internet of Things, March 3, 2016, <https://gartner.com/it-glossary/internet-of-things>

²Forbes/Leadership/#Medicine, July 14, 2017, www.forbes.com



David R. Liu, Ph.D.

Richard Merkin Professor and Director of the Merkin Institute for Transformative Technologies in Healthcare, Core Institute Member, Vice Chair of the Faculty, Director of the Chemical Biology and Therapeutic Sciences Program at Broad Institute of MIT and Harvard

Professor and Director of the Merkin Institute for Transformative Technologies in Healthcare, Dr. David R. Liu at the Broad Institute of MIT and Harvard, is also a professor of chemistry and chemical biology at Harvard University and a Howard Hughes Medical Institute (HHMI) investigator. His research combines and integrates chemistry and evolution to enhance and program biology. He and his lab developed a new approach that includes the evolution of intracellular delivery of proteins with next-generation therapeutic potential – developing and applying genome-editing agents, and the discovery of therapeutically relevant synthetic molecules and synthetic polymers through DNA-templated organic synthesis.

Liu graduated first in his class at Harvard University with a Bachelor's degree in Chemistry before entering the Ph.D. program at UC Berkeley. He earned his Ph.D. in 1999 and became Assistant Professor of Chemistry and Chemical Biology at Harvard in the same year. He was promoted to Associate Professor in 2003 and to full professor in 2005. Liu was also appointed as a HHMI Investigator in 2005 and joined the JASONS, academic advisors to the U.S. government on science and technology, in 2009.

Courtesy of Casey Atkins

DR. DAVID LIU, PROFESSOR AND DIRECTOR OF THE MERKIN INSTITUTE FOR TRANSFORMATIVE TECHNOLOGIES IN HEALTHCARE AT THE BROAD INSTITUTE, DISCOVERS A NEW METHOD FOR EDITING HUMAN DNA



What is CRISPR?

Clustered **R**egularly Interspaced **S**hort **P**alindromic **R**epeat (CRISPR)

It is the unique organization of short, partially palindromic repeated DNA sequences found in the genomes of bacteria and other microorganisms.

CRISPR-Cas9: A molecular scalpel that can edit or delete whole genes within the DNA structure.

Base editing: An improved and more precise DNA editing tool that allows editing one letter of DNA at a time more efficiently than with CRISPR-Cas9, and with far fewer undesired random insertions or deletions.

EDITING HUMAN DNA

If in the near future thousands of hereditary diseases that affect us today were no longer an issue, how would this information impact our society? If you can change a person's DNA so that they will never experience getting sickle-cell anemia, cystic fibrosis, hereditary blindness, or countless other diseases that can limit one's life, how valuable would this technology be to humanity? The answer is that it would profoundly affect how we view our health and how we live our daily lives.

Having a machine that enables base editing is an important step to helping solve genetic diseases.

Dr. David R. Liu and his team at the Broad Institute at MIT and Harvard have pioneered editing individual DNA letters in the human genome to make this possible, perhaps in the not-so-distant future. With the help of Dr. Merkin's newly formed Merkin Institute for Transformative Technologies in Healthcare at the Broad Institute, Dr. Liu's continuing research on his revolutionary "base editing" technique and its potential to eliminate

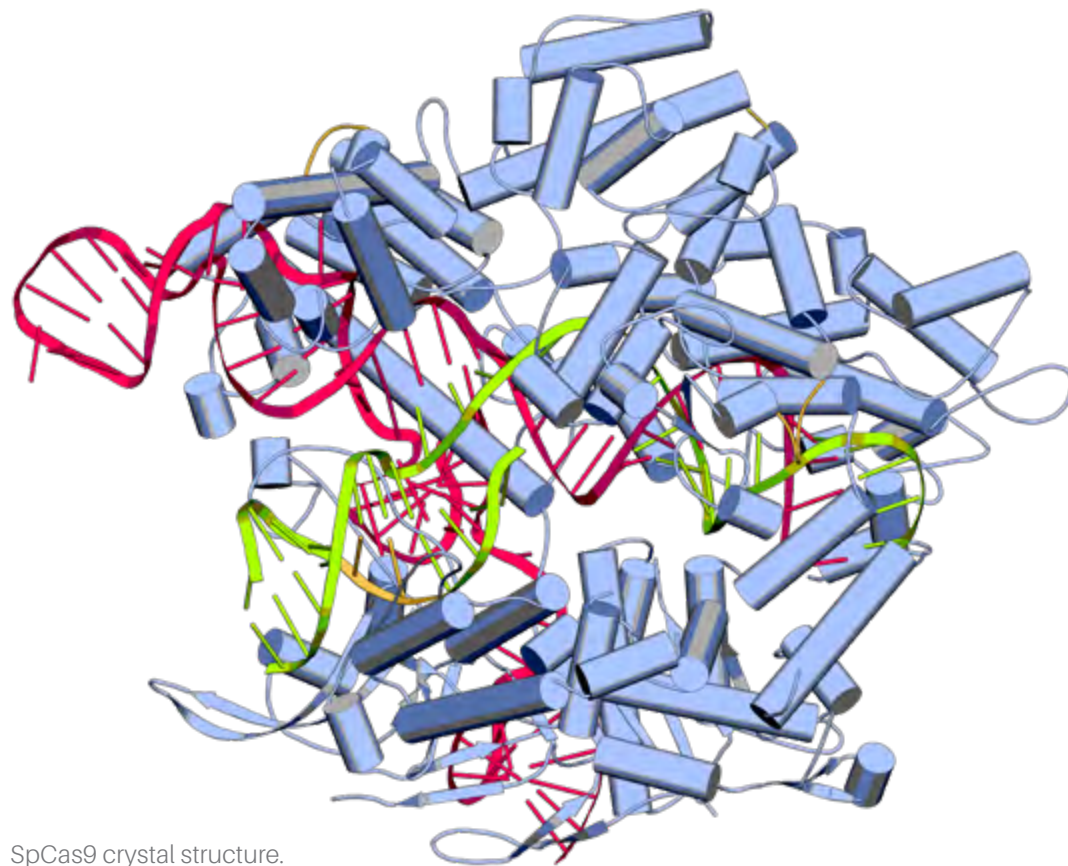
thousands of hereditary diseases could transform medicine.

We must possess a basic comprehension of DNA's structure to understand how it works. Consider the human genome contains six billion DNA letters (3 billion pairs). Four bases in DNA make up the letters A (adenine), C (cytosine), G (guanine), and T (thymine). These letters pair off to form DNA's double helix. Adenine always

pairs with thymine and cytosine always pairs with guanine. These letters are used for the sequences of fragments of DNA and are the code for genetic information. If there is one mistake or mutation in just one single letter within a pair, it can have a significant impact on our health.

Dr. Liu and his team at the Broad Institute utilize base editing, unlike gene editing which requires cutting strands of DNA, with a modified version of CRISPR that allows them to alter a single letter at a time without breaking its structure. To explain the use of conventional CRISPR, it would be like replacing an entire paragraph whereas the modified CRISPR 2.0 would allow the ability to replace a single word. “Of more than 50,000 genetic changes currently known to be associated with diseases in humans, approximately 32,000 of those are caused by the simple swap of one pair for another,” Liu said. Their first base editing tool that converted a cytosine (C) to a thymine (T) has the potential to correct 14% of human diseases associated with a single-letter mutation. The new base editor can convert the base adenine (A) into the base inosine (I), which acts as a guanine (G). This tool will allow them to address an additional 48% of these diseases, offering new opportunities for therapeutic applications.

“Of more than 50,000 genetic changes currently known to be associated with diseases in humans, approximately 32,000 of those are caused by the simple swap of one pair for another.” ~ David R. Liu



SpCas9 crystal structure. Highlighted are the sgRNA (red), DNA strands (dark and light blue), and xCas9 mutations (yellow).

INITIAL CHALLENGES WITH ADENINE

In the initial stages of discovery, Liu and his team had challenges in creating an editor that could alter an adenine. Like most scientists who look to nature for answers to create and alter certain proteins and genes to move their research forward and escalate their

findings, they had to resort to evolving their own enzyme in the lab that would convert adenine (A) into inosine (I) in DNA. After much trial and error, post-doctoral fellow Nicole Gaudelli was able to generate an enzyme that can convert AT base pairs to GC base pairs in human cells. This effort would take more than two years to accomplish,

but their efforts resulted in an average of 53% efficiency with almost no errors. While this method is not a perfect solution, it offers a significant improvement compared to other methods currently used to address point mutations (mutations that affect only one or few nucleotides in a gene sequence).

LAB EXPERIMENT #1

Using the adenine base editor, Liu’s team decided to target a point mutation from cells extracted from a patient with hereditary hemochromatosis (also known as HHC). HHC causes a build-up of iron in a patient’s blood and can be fatal. The team was able to correct the mutation using adenine.

LAB EXPERIMENT #2

Another example of using adenine was the team’s experiment to install a pair of mutations that activate genes that make up the code for the production of fetal hemoglobin. Fetal hemoglobin genes, while silenced at the time of birth, can be used to protect against certain types of blood diseases like sickle-cell anemia if they were to remain active throughout the course of a person’s life.

THE FUTURE: ALTERING DNA IN LIVING HUMANS

While these discoveries seem promising, base editing DNA to treat genetic diseases in living humans will still require years of research and experimentation, most experiments with base editing are done on cells grown in a petri dish and not on actual living tissue. Liu and his team will need to figure out the best possible methods for delivery to the right tissues in the body’s cells. They will also have to

BROAD INSTITUTE AT MIT AND HARVARD LAUNCHES THE MERKIN INSTITUTE FOR TRANSFORMATIVE TECHNOLOGIES IN HEALTHCARE

On October 10, 2017, Dr. Richard Merkin, President and CEO of Heritage Provider Network, with his life-long dedication and commitment to technological innovation and medical and scientific advancements launched the Merkin Institute for Transformative Technologies in Healthcare at the Broad Institute at MIT and Harvard.

Dr. Merkin has appointed Dr. Richard R. Liu as the Professor and Director of the Merkin Institute for Transformative Technologies in Healthcare at the Broad Institute. Dr. Liu will utilize the expertise available at the Broad, MIT, Harvard, and Harvard-affiliated hospitals to facilitate his efforts to deliver groundbreaking results and solutions in editing human DNA to target a multitude of diseases, some of which do not have current treatments available. His initial projects span areas of genome editing, pathogen detection, cancer diagnostics, and monitoring and data sciences for genomic medicine.

In a recent Broad Institute article, Dr. Merkin was quoted as saying, “I am honored to establish this institute at the Broad. For more than three decades, I have been deeply committed to transforming healthcare through encouraging innovation and challenge, and I see this partnership as essential to realizing this vision. I am excited to see the transformative technologies that this new endeavor will yield.”

determine the right time to deliver a certain gene therapy and measure its efficacy. While we may be years away from treating diseases in humans, having a machine that enables base editing is an important step to helping solve genetic diseases. Having this new technology available will offer hope and

help transform the healthcare outcomes for many illnesses and diseases that currently do not have a known treatment or cure.

HERITAGE MEDICAL SYSTEMS AND SIGNATURE MEDICAL GROUP ANNOUNCE Joint Venture To Advance Population Healthcare Management In Missouri

Partnership will enable local physicians, patients and families to drive improvements that will make the most difference in healthcare quality, affordability and service

Heritage Medical Systems and Signature Medical Group, the largest physician owned multi-specialty group in the St. Louis and Kansas City, Missouri area, announced today their joint venture known as Missouri Collaborative Healthcare, to provide population health management along Missouri's I-70 corridor.

The partnership brings together two highly respected, experienced organizations committed to the Triple Aim of providing better care, better health and lower costs while adding a fourth element of improved care giver engagement. This will be achieved by combining Heritage's long standing track record of physician led managed care and Signature's quality and reputation in Missouri and beyond.

For too many doctors, patients, and

families, improving the quality, cost and service in healthcare all at the same time is frustratingly difficult. The new Missouri Collaborative Healthcare will change that dynamic by providing higher quality, more affordable coverage with an improved user-friendly system.

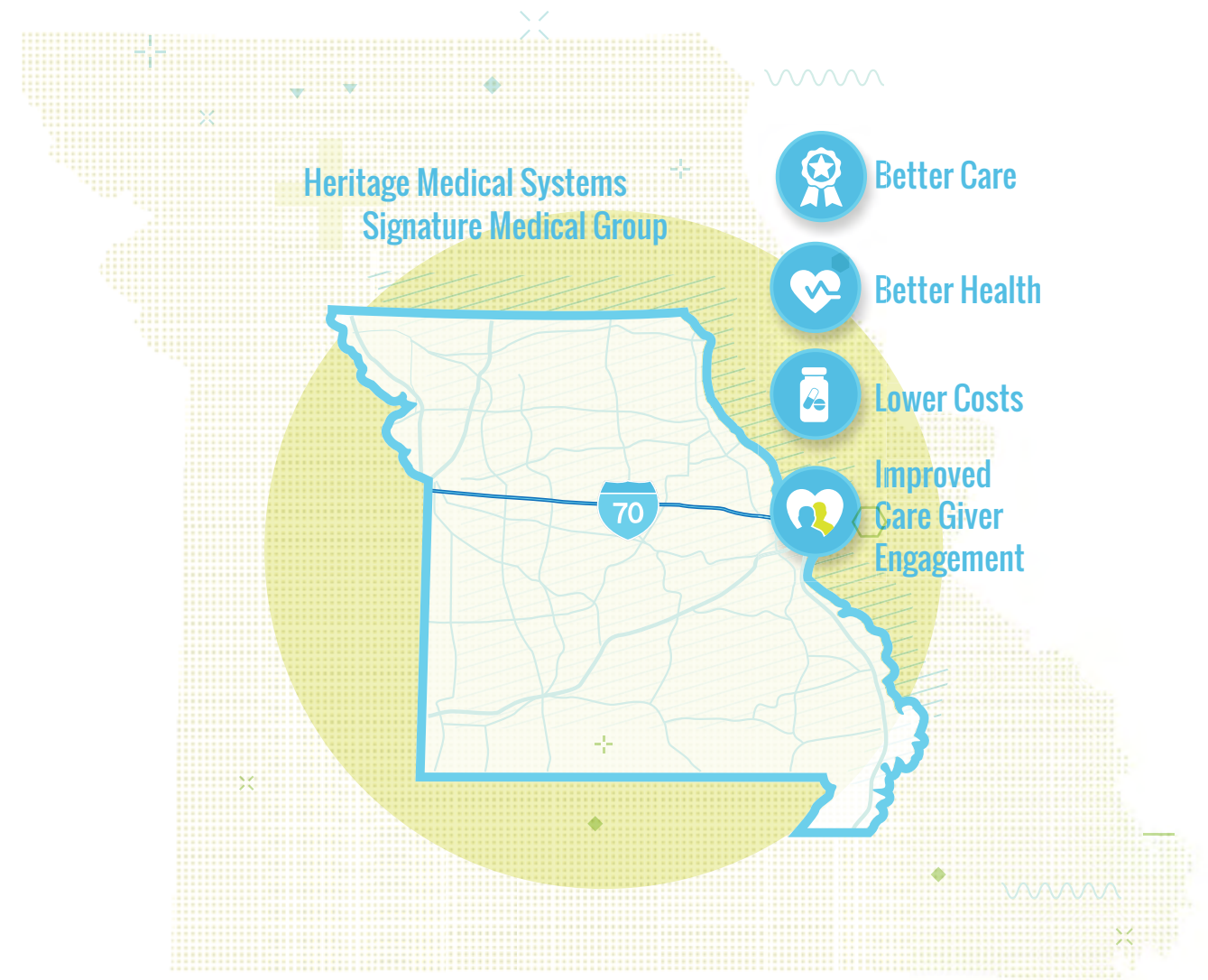
The key is enabling physicians and their collaborating healthcare partners to have a current and more complete informational view of all their patients, all the time. Combining this information with accelerated payments from insurers and government that reward quality and effectiveness empowers Missouri Collaborative Healthcare to accelerate these changes. Physicians can then coordinate needs and care across the entire system and tailor needed healthcare services proactively. In addition, it will enable

"...combining Heritage's long standing track record of physician-led managed care and Signature's quality and reputation in Missouri and beyond."

physicians to help patients and families understand the stronger role they can play in improving their own health and care.

For the first time, the joint venture will support physicians in the Midwest to expand the latest Heritage successful, proven clinical model and tailor it to each patient proactively. This venture will leverage Signature's primary and specialist physician network as well as recruit many more Missouri physicians to create a robust care network.

"We are proud to be broadening the population served by Heritage, supporting physicians in yet another local market, along with Signature Medical Group, as Heritage delivers better healthcare and wellness to more people across the country," said Dr. Richard Merkin, CEO of



Heritage Medical Systems. "Our proprietary technology, and a body of knowledge developed over 37 years allows physicians to take full complete clinical responsibility in the changing healthcare environment, enabling us to improve outcomes and provide the best care to families and communities in Missouri," he continued.

"SMG's position as a leader in the movement toward value-based care is a perfect platform for the development of a population health initiative across Missouri," noted

"Missouri Collaborative Healthcare will combine the expertise of local physician support and participation in leadership with the expertise, experience and resources of a national leader."

~ Dr. David Wilt

Jan Vest, CEO Signature Medical Group. "Our experience developing a successful maternity home-care model in Missouri and leading the nation's largest physician-led orthopedic bundled payment program are examples of our

preparedness for this joint venture with Heritage. We're pleased and excited to be working with another national leader to be at the forefront of transforming the healthcare delivery system throughout Missouri."

“I will be able to help my healthy patients remain healthy through preventive care and provide comprehensive and coordinated care to my patients needing a higher level of service.” ~ Dr. Dana Granberg

Missouri Collaborative Healthcare will have local physician support and management and be driven primarily by quality, clinical outcomes and patient experience metrics. The collaborative offers both better comprehensive care support for primary care physicians (PCP's) to help patients, and better financial support that recognizes their key role and work effort in managing patients.

“Missouri Collaborative Healthcare will enable me to deliver best in class managed care benefits to my patients. I will be able to help my healthy patients remain healthy through preventive care and provide comprehensive and coordinated care to my patients needing a higher level of service,” said Dr. Dana Granberg of Barry Pointe Family Care in Kansas City, MO. “Access to high risk case managers, diabetes and other clinics, hospitalists and post transitional care, pharmacists and social services support enable me to provide care to the whole patient,” concluded Dr. Granberg.

“Missouri Collaborative Healthcare will combine the expertise of local physician support and participation of leadership with the expertise, experience and resources of a national leader,” said Dr. David Wilt, president-elect of Kansas City Internal Medicine, in

Kansas City, MO. “We are devoted to providing excellence in all we do and MCH will augment our current infrastructure to deliver enhanced preventive and coordinated care to our patients,” stated Dr. Wilt.

For additional information regarding Missouri Collaborative Healthcare go to: www.mocollabhealth.com and info@mocollabhealth.com

ABOUT HERITAGE MEDICAL SYSTEMS
Heritage Medical Systems (HMS) is on the cutting edge of the accountable care model of healthcare delivery: coordinated, patient-doctor centric, integrated health care systems that represent the future of health care in the United States. HMS and its affiliates operate in California, Arizona and New York bringing 37 years of successful coordinated, managed care with over 4,000 primary care physicians and 30,000 specialists. HMS provides high quality, cost effective healthcare to over one million individuals and are dedicated to quality, affordable health care, and putting patients' wellness first.

ABOUT SIGNATURE MEDICAL GROUP
Signature Medical Group is comprised of more than 150 private-practice physicians, providing orthopedic, OB/GYN, gastrointestinal, allergy, pediatrics, neurosurgery, colon and rectal surgery, podiatry, primary care, surgical services, internal medicine, endocrinology, rheumatology, chiropractic and behavioral psychology services. Physicians at SMG's 31 medical practices see patients at 46+ locations in the St. Louis area, Kansas City area and Bolivar, MO. SMG physicians perform more than 575,000 patient visits and deliver more than 3,000 babies annually. Findings from studies indicate that SMG physicians outperform other physicians by providing care at 20-30 percent less cost with excellent quality outcomes. (www.signaturemedicalgroup.com)



Dr. Richard Merkin, center, dedicates the new Heritage Sierra Medical Group Urgent Care Center in Santa Clarita, California

HERITAGE PROVIDER NETWORK OPENS NEW CLINIC AND URGENT CARE CENTER IN SANTA CLARITA, CA

Third site for Heritage Sierra Medical Group, division of HPN

Heritage Provider Network (HPN), one of the nations most experienced and innovative physician led value-based care organizations, announced the grand opening of their new clinic and urgent care center in Santa Clarita, California. This marks the third clinic and urgent care center under the Heritage Sierra Medical Group banner, (an affiliate of HPN) the other two locations are in Palmdale, California and Lancaster, California.

“This new clinic and urgent care center extends our proven integrated delivery model into the Santa Clarita Valley to provide the community with high quality, cost effective healthcare,” said Dr. Richard Merkin, President and CEO of HPN. “I’m very proud to work with this terrific team and know how committed they remain to changing lives through patient centered care,” he continued. “The Santa Clarita Valley is an important community for us and we remain dedicated to providing the best services possible for everyone.”

Community leaders joined local business owners, hospital executives,

medical and administrative staff for the ribbon cutting ceremony, including Bob Kellar, current Santa Clarita Councilmember and former Mayor, Councilmember Bill Miranda and Santa Clarita incoming Chamber of Commerce Chairman Troy Hooper.

ABOUT HERITAGE PROVIDER NETWORK, INC.

Heritage Provider Network, Inc. (HPN) is one of the most experienced physician organization leaders of accountable care and continuous value-based healthcare delivery improvements. Developing and managing coordinated, patient-doctor centric, integrated healthcare systems that offers some of the strongest solutions for the future of health care and cost in the United States. HPN and its affiliates operate in New York, California, Arizona and Missouri providing high quality, cost effective healthcare with half a million patient members and are dedicated to putting patients' wellness first. (www.heritageprovidernetwork.com)

HERITAGE PROVIDER NETWORK AND CRAIN'S NEW YORK BUSINESS, CUSTOM DIVISION

Judges Announced for 3rd Annual Heritage Healthcare Innovation Awards

PANEL INCLUDES TOP NEW YORK CITY HEALTHCARE LEADERS

Heritage Provider Network (HPN), one of the nation's leading physician-led managed care organizations, and Crain's Custom, a division of Crain's New York Business, have selected a prestigious panel of judges to evaluate candidates for the 3rd annual Heritage Healthcare Innovation Awards. For the third year, Heritage Provider Network has partnered with Crain's Custom to recognize and honor extraordinary health-care innovation throughout the New York metropolitan area. The innovation award was created in 2016 to spotlight organizations and leaders who have vastly improved access to quality, affordable healthcare. The goal is to recognize advances in healthcare that will ultimately help improve the lives of millions of New Yorkers. The partnering organizations chose the panel of judges for their

"The Heritage Healthcare Innovation Award judges bring critical depth and experience in a variety of healthcare sectors to the judging process."

~ Dr. Richard Merkin

extensive and diverse experience in the healthcare industry.

Previous winners and judges of the Heritage Healthcare Innovation Awards discuss the impact of the program. Watch videos here: vimeo.com/255620975/365c3e6e1f.

The awards will showcase those innovators who have most improved the access to and quality of affordable healthcare in the communities they serve in the greater New York area. Judges will assess the nominations to select five finalists in each of the five categories.

"The Heritage Healthcare Innovation Award judges bring critical depth and experience in a variety of healthcare sectors to the judging process," said Dr. Richard Merkin, President and CEO of HPN. "We are honored to be joining forces with them, as their unique insight provides the winners of this award with opportunities to improve healthcare for New Yorkers and their families, not only providing them with latest advances in healthcare technology but reducing costs as well."

"There are dozens of innovative healthcare organizations and hundreds of healthcare innovators right here in New York. The judges' insight helps the Heritage Healthcare Innovation Awards give outstanding innovators deserving recognition. And they do so in a way that gives New York providers the opportunity to deliver better healthcare and cost – not just more – through adoption of the innovative proven changes and innovative culture award winning nominees demonstrate," said Mark Wagar, President of Heritage Medical Systems.

"We are very proud to be the exclusive media partner of Heritage Provider Network for the third year of the Heritage Healthcare Innovation Awards initiative," said Mary Kramer,

JUDGES INCLUDE:

- **Richard Merkin, MD**
President and CEO, Heritage Provider Network
- **Mitra Behroozi**
Executive Director, 1199SEIU Benefit and Pension Funds
- **Stephen Berger**
Chairman, Odyssey Partners
- **Louise Cohen, MPH**
CEO, Primary Care Development Corp.
- **Dr. Rosa M. Gil, DSW**
President and CEO, Comunilife, Inc.
- **Maria Gotsch**
President and CEO, Partnership Fund for New York City
- **Doug Hayes**
Founder and CEO, Junto Health
- **Steven Krein**
CEO and Cofounder, StartUp Health
- **Freda C. Lewis-Hall, MD, DFAPA**
Executive Vice President, Chief Medical Officer, Pfizer Inc.
- **Edgar Mandeville, MD, FACOG**
Former Director, Department of OB/GYN, Harlem Hospital
- **Mary O'Neil Munding, DrPh**
Edward M. Kennedy Professor of Health Policy, Dean Emeritus, Columbia University School of Nursing
- **Judith A. Salerno, MD, MS**
President, The New York Academy of Medicine
- **Michael Stocker, MD**
Retired CEO, Empire Blue Cross and Blue Shield, Former Board Chairman, New York City Health and Hospitals Corp.



group publisher of Crain's New York Business. "Healthcare is an industry that both employs thousands and serves millions of residents in our region. The HPN awards single out those who spur scientific innovation and medical breakthroughs as well as those who make healthcare more affordable and accessible. Both ends of the spectrum are hugely important

to our region. We applaud HPN for recognizing the importance."

Finalists will be acknowledged in five categories:

HERITAGE INNOVATION IN HEALTHCARE DELIVERY

Recognizing an innovator in the development of new modes of diagnosis, treatment, and care who actively

improves the delivery of services and improves quality of healthcare.

HERITAGE RESEARCH INVESTIGATORS IN TRANSLATIONAL MEDICINE

Awarded to an individual based on the most significant quantitative results achieved by accelerating the transition of novel and innovative diagnostic tools and treatments to patients.

“The HPN awards single out those who spur scientific innovation and medical breakthroughs as well as those who make healthcare more affordable and accessible.” ~ Mary Kramer

HERITAGE HEALTHCARE LEADERSHIP

Recognizing a leader who has made a significant impact in their healthcare field. This forward thinker has forever changed the way care systems work through new models, processes and pathways.

HERITAGE HEALTHCARE ORGANIZATIONAL LEADERSHIP

Honoring an organization that has fundamentally changed how healthcare is delivered. This organization has created, or championed new ways of thinking and doing, uniting diverse constituencies to work together.

HERITAGE INNOVATORS IN HEALTHCARE

Highlighting cutting edge applications of technology and up and comers in the healthcare industry. These breakthrough innovators are making significant contributions in the areas of technology, research, or new approaches to healthcare systems.

Previous winners and judges of the Heritage Healthcare Innovation Awards discuss the impact of the program. Watch videos here: <https://bcove.video/2om2F9q>

Nominations will be accepted until midnight March 23, 2018. The online entry point (essay) is available at www.craainsnewyork.com/heritage.

25 finalists will be announced in early May. Five winners, one per category, will be revealed at a luncheon event in New York City on May 21, 2018 at the New York Athletic Club.

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ABOUT CRAIN'S NEW YORK BUSINESS

For over 30 years, Crain's New York Business has been the award-winning news source for New York's business leaders, telling the story of the New York economy, while serving as a voice and advocate for the city's business community. Reporting through the prism of business, Crain's helps its readers stay on top of the inner workings of New York's economic and political ecosystem, uncover new business opportunities and connect with the broader New York business community.

THE SCHWARZMAN SCHOLARS PROGRAM ANNOUNCES RHEA MALIK AS THE CLASS OF 2018 RICHARD MERKIN FELLOW

Being a Richard Merkin Fellow Opens a World of Possibilities

Each year, one graduating college student is selected as a Merkin Fellow through the Schwarzman Scholars Program. The student chosen travels to China to pursue a one-year Master's Degree. The experience promotes building relationships with other students from China and around the world to promote global collaboration that will help strengthen and inspire global relations for years to come.

ABOUT THE SCHWARZMAN SCHOLARS PROGRAM

The Schwarzman Scholars Program, co-founded by Stephen A. Schwarzman, Chairman and CEO of Blackstone, was designed to challenge young minds and prepare the next generation of global leaders and thinkers so that they can respond to the geopolitical landscape of the 21st century.

Each year, the goal is to have 100 American students, 100 Chinese students, and 100 students from other parts of the world attend Tsinghua University in China. Students live together on the campus of Schwarzman College, a state-of-the-art facility where all classes are taught in English. Students pursue a Master's of Global Affairs with concentrations in one of the disciplines: Public Policy, Economics and Business, or International Studies.

Whether in business, politics, or science, the success of future leaders around the world will depend upon a deeper understanding of China's role and contribution to the world at large.



Rhea Malik
CLASS OF 2018 RICHARD MERKIN FELLOW

Rhea Malik graduated cum laude from Harvard University with a degree in Regenerative Biology and Health Policy. She has established a system of virtual classrooms in rural India and directed Harvard College Alzheimer's Buddies, leading her to found a national non-profit for Alzheimer's care. Rhea served on the Executive Board of Harvard's Political Polling Project and has worked at the U.S. Department of Education. An aspiring physician-economist, she works at Harvard's Stem Cell Institute, developing analytical tools for schizophrenia research. Rhea is 21 years old and lives in the U.S.

The Schwarzman Scholars Program was designed to challenge young minds and prepare the next generation of global leaders and thinkers...

"I am grateful for what has been, and promises to be, a phenomenal and life-changing experience; one which I would not have been afforded if it were not for your generosity. Thank you, Dr. Merkin." ~ Rhea Malik



Tsinghua University in China

As a Richard Merkin Fellow of the Schwarzman Scholars Program, Rhea Malik was able to travel to China to pursue a Master's of Global Affairs degree program at Tsinghua University, one of the country's most prestigious universities. The program offers life-changing opportunities to meet with world leaders from China and around the world. This rigorous experience includes high-level interactions at lectures, an internship program, a mentor's network, and intensive deep-dive travel seminars.

During the deep-dive, Rhea was able to spend a week in a different city in China visiting local businesses and community facilities where she and other students were welcomed into boardrooms where leaders shared their ideas and welcomed feedback and instruction on how companies of their kind could further expand and grow.

Rhea shared that during one of the company tours, she had the opportunity to question C-level executives leading China's largest private pharmaceutical company about how to conceptualize

future growth both domestically and overseas. The relationships she has built with her peers and leaders from around the world has greatly shaped her views and experiences, arming her with knowledge and solutions to truly comprehend China's economic impact domestically and around the world.

Rhea expressed her gratitude for being a Merkin Fellow and Schwarzman Scholar by adding, "I am grateful for what has been, and promises to be, a phenomenal and life-changing experience; one which I would not have been afforded if it were not for your generosity. Thank you, Dr. Merkin."

Heritage Provider Network Affiliated Medical Groups

THE LARGEST INTEGRATED PHYSICIAN-LED MEDICAL GROUP NATIONALLY

For 40 years, HPN has provided quality, cost-effective healthcare to the communities we serve. Today, HPN and its affiliates manage the healthcare of more than one million individuals. Our network has thousands of primary care physicians and specialists and hundreds of hospitals.

ADOC Medical Group

www.adoc.us

Phone: 800-747-2362
600 City Parkway West, Suite 400,
Orange, CA 92868
Counties Served: Central and
North Orange County

Arizona Priority Care (AZPC)

www.azprioritycare.com

Phone: 480-499-8700
585 N. Juniper Dr., Suite 200
Chandler, AZ 85226
Counties Served: Maricopa County
and areas of Pinal County
(Casa Grande Area)

Bakersfield Family Medical Center

www.bfmc.com

Phone: 661-327-4411
4580 California Ave.
Bakersfield, CA 93309
Counties Served: all of Kern County

Coastal Communities

Physician Network

www.ccpnhpn.com

Phone: 800-604-8752
1305 Marsh St.
San Luis Obispo, CA 93401
Counties Served: Arroyo Grand,
Atascadero, Los Osos, Morro Bay, Paso
Robles, Pismo Beach, San Luis Obispo,
Templeton and Tulare

Desert Oasis Healthcare

www.mydohc.com

Phone: 760-320-5134
275 N. El Cielo Rd.
Palm Springs, CA 92262
Counties Served: Imperial, Riverside,
and San Bernardino

HealthCare Partners, IPA

www.hcpipa.com

Phone: 516-746-2200
501 Franklin Ave.
Garden City, NY 11530
Counties Served: Manhattan, Queens,
Bronx, Brooklyn, Nassau, Suffolk,
Westchester

Heritage New York Medical, P.C.

Phone: 516-531-2001
1225 Franklin Ave., Suite 100
Garden City, NY 11530
Counties Served: Manhattan, Queens,
Bronx, Brooklyn, Nassau, Suffolk,
Westchester

Heritage Victor Valley Medical Group

www.hvvmg.com

Phone: 760-245-4747
12370 Hesperia Rd., Suite 6
Victorville, CA 92395
Counties Served: Los Angeles
and San Bernardino

High Desert Medical Group

www.hdmg.net

Phone: 661-945-5984
43839 N. 15th Street West
Lancaster, CA 93534
Counties Served: Los Angeles
and Kern

Lakeside Community Healthcare

www.lakesidemed.com

Phone: 818-637-2000
8510 Balboa Blvd., Suite 150
Northridge, CA 91325
Counties Served: Los Angeles,
Ventura, Riverside, and San
Bernardino

Regal Medical Group

www.regalmed.com

Phone: 866-654-3471
8510 Balboa Blvd., Suite 150
Northridge, CA 91325
Counties Served: Los Angeles,
Orange, Riverside, San Bernardino,
San Diego, and Ventura

Sierra Medical Group

www.sierramedicalgroup.com

Phone: 661-945-9411
44469 N. 10th Street West
Lancaster, CA 93534
Counties Served: Kern,
Los Angeles, and San Bernardino

touchpoints

Heritage Provider Network
8510 Balboa Blvd., Suite 150
Northridge, CA 91325-5810

Our Awards

Recognition of Commitment and Excellence

The recognition we have received demonstrates our practices in excellence. We're proud to be awarded for our commitment to our members and our community.



Wellness Excellence Award in Health Education – Southern California Foundation for Health Care



Top Ten Physician Medical Networks in California by the California Association of Physician Groups



NCQA Certification for Credentialing



Elite Status of Excellence for the Standards of Medical Care by the California Association of Physician Groups



Recognized by the Integrated Healthcare Association (IHA) for our diabetic registries