

Meeting of the ACCMA Membership & Engagement Committee

Thursday, January 29, 2025 at 6:30 PM

<https://us06web.zoom.us/j/81661523400?pwd=73z6RKzkCliZ5ECEa1TII Gy2wkbEoW.1>

Meeting ID: 816 6152 3400
Passcode: Q5oCuZwD7g

Agenda

1. Welcome and Introductions – *Mark Kogan, MD, Chair*
2. Review of Previous Meeting’s Summary (*pp.3-4*)
3. Welcome Crystal, ACCMA’s new Membership Engagement Coordinator (*pp.5*)
4. 2026 ACCMA Membership Strategy (*pp.6-9*)
 - a.) Review 2026 Strategic Objectives
 - b.) Q1 Local Group Recruitment Targets & Strategy
 - i. John Muir
 - ii. Berkeley Emergency Medical Group
 - iii. UCSF Children’s (Oakland Based Physicians)
 - iv. West Coast Kidney
 - c.) County Health Systems Leadership Engagement
 - d.) FQHC and Safety Net Engagement
 - e.) Independent/Solo Physicians Recruitment, Retention, and Engagement
 - i. Update on Small Practice Ad-Hoc Committee
5. Non-Renewed Members Review (as of 1/23/26) (*pp.10-12*)
6. Annual Meeting Entertainment Options

- a.) DJ & Dancefloor (Est. 2k)
- b.) Roaming Magician (Est. between 5k to 7.5k)
- c.) Casino Night (Est. Between 4k-6k)
- d.) Other ideas?

7. Thank a Resident Day Happy Hour @ Dona in Oakland – Please Come! *(pp.13)*
8. Other items?
9. Adjournment

**Meeting Summary of the
ACCMA Membership & Engagement Committee
Tuesday, October 21, 2025 at 6:30 PM**

Agenda

1. Welcome and Introductions – *Mark Kogan, MD, Chair*
Present: Drs. Mark Kogan, Kristen Lum, Kathleen Doo, Eric Chen, Sonia Sutherland, Robert Edelman, Terence Lin; Staff: Christine Maki & Meghan Arthurs.
2. Review of Previous Meeting’s Summary (pp. 2-3)
The meeting summary from April 2025 was reviewed and approved with no changes.
3. Strategic Initiatives
A) Membership Matrix Review and Plan (pp. 4-6)
Staff presented updates following recent strategy meetings between Joe, Christine, and Meghan, focusing on post-Brown & Toland drop membership shifts. Key topics included micro-credentialing programs, private practice support, and benchmarking.
Action Items:
 - Meghan to reach out to Med Staff Coordinators and understand certifications required to be on Medical Staff with privileges.
 - Meghan to make a recommendation to Council on Nov 6th on the formation of a Private Practice Committee Ad-Hoc Committee.
 - Review feasibility of ACCMA-hosted small business or credentialing “one-stop” resources.

Meghan also outlined plans for a network of senior medical group leaders. Members agreed that value depends on avoiding duplication with existing forums such as Group Practice Improvement Network (GPIN).

Action: Staff will refine concept and assess overlap with existing networks and solicit opportunities where the ACCMA can plug in.

A part-time Membership Outreach Coordinator will join ACCMA to focus on direct engagement. Members emphasized pairing outreach with tangible value—data, introductions, or resources—and highlighted opportunities such as open-house promotions and community networking.

Action Item: Staff to develop an outreach plan leveraging existing events and practice data, particularly resources available via CMA’s Center for Economic Services (CES) department.

Dr. Edelman shared success presenting ACCMA updates at Eden’s medical staff meeting. The committee discussed strategies for re-engaging academic and hospital-based physicians. Meghan confirmed that outreach continues with UCSF Children’s Oakland, Stanford-affiliated clinicians, and Alameda Health Services.

Action Items:

- Expand staff meeting presence through customizable slide decks and give-away materials at Med Staff or general meetings.
- Develop targeted messaging for Residents, early-career physicians, and academic clinicians.

B) Social Media Policy Review (pp. 7-8)

Meghan introduced a draft social media policy adapted from Riverside County Medical Association. The group asked if CMA already maintains a similar policy and asked what CMA's 'Social Media Ambassador' training program is.

Action Item: Meghan to align a draft with CMA's current policy (if they have one) before Council presentation.

C) 2026 Event Calendar Discussion

1) Recap of 2025 Events/What worked well? (p. 9)

Christine summarized strong attendance across recent events, including Bowling & Brunch and Cupcakes & Canvas. Member-led events such as Breakfast & Hike at Mt. Diablo and Rhythm & Bites were also well received.

i. Potential Movie Screening and Keynote

A) Filmmaker, Dr. Jessica Zitter Biography (pp. 10-22)

B) *The Chaplain & the Doctor* (pp.23-24)

Christine presented the idea of hosting a screening of *The Chaplain & The Doctor*, a documentary by Dr. Jessica Zitter. Dr. Kogan endorsed the event, noting its relevance to medical empathy and teamwork. The film's interfaith theme was deemed non-religious and inclusive.

Action Item: Christine will confirm speaker availability and costs for both Dr. Zitter and the Chaplain and identify local venue options.

2) What would the committee like to see more of in 2026?

Members supported blending social and educational elements at future events. Dr. Eric Chen proposed incorporating icebreaker activities and experiential events like glass art workshops. The group also discussed wanting to have more legislative and politically focused events in 2026.

Action: Staff to evaluate opportunities to integrate these ideas into the 2026 calendar.

4. Recap of Recent Engagement Events:

A) Social and Member-Led Events Recap (pp. 25-29)

B) TPMG Diablo Physician Mid-Career Fair (October) (p. 30)

C) Upcoming Events (p. 31)

1) ACCMA 157th Annual Meeting (p. 32)

ACCMA 157th Annual Meeting is scheduled for November 8, 2025 (Saturday), with sponsorship goals exceeded (\$138,100 raised). Upcoming member-led events include Beats & Treats: A Healthcare Homecoming hosted by Dr. Lo in Walnut Creek, plus planned residency and affinity-based events for early 2026.

5. Other items?

No new items were raised.

6. Adjournment

There being no further items for discussion; the meeting was adjourned at approximately 7:40 PM.



Crystal Fellerman is ACCMA's Membership Management Coordinator. She earned her bachelor's degree from UCLA, where she studied Physical Anthropology and Political Science. With a background in recruiting, Crystal discovered her passion for building relationships and creating meaningful member experiences. Her love language is connecting people - whether that's organizing events, fostering community, or bringing people together. Outside of work, she enjoys Pilates, spending time with her husband and two kids, and cheering on her son at his many weekend sports games.

Roles and Accountability

- Joe: Executive relationships, system-level credibility, and senior leadership engagement
- Mews: Group recruitment strategy, target prioritization, senior leadership engagement as appropriate, and follow through
- Crystal: Individual member outreach, non-member engagement, and pipeline management

2026 Success Metrics

- Conversion of at least one Tier 1 group target
- Increased leadership participation from county health systems
- Measurable increase in individual member conversions driven by non-member outreach

Strategic Objectives for 2026

1. Convert a small number of high-impact group targets into paying group members, with a primary focus on John Muir Medical Group and Berkeley Emergency Medical Group for Q1.
2. Continue leadership-level engagement within county health systems, leaning into collaboration opportunities beyond membership while also pursuing individual membership for senior leaders.
3. Build long term trust and visibility with FQHC leadership rather than forcing premature membership asks during a challenging year in healthcare policy and financing.
4. Strengthen the individual member pipeline through disciplined outreach to non-members, former members, and prospective physicians.
5. Align staff roles so group recruitment and individual engagement are clearly owned, executed, and measured.

What's Working

- Long term relationship building with executive and physician leadership
- Event based engagement including the Annual Meeting, Leg Day, and social events
- Group sponsorship as an entry point for membership and engagement
- Physician champions embedded within systems and groups

What's Not Working

- Open ended outreach without a clearly defined next ask, underscoring the need to shift toward targeted, time bound campaigns focused on distinct market segments
- Reliance on quarterly email updates without tailored follow up or convening opportunities
- Financial objections during constrained budget years, compounded by an insufficiently articulated ROI that does not clearly connect cost to mission impact, physician value, and organizational outcomes
- Low awareness among physicians whose memberships are sponsored by

groups

- Diffuse relationship ownership across ACCMA, CMA, and system or group leadership
- Inconsistent follow up on event-based engagement due to incomplete capture of attendee contact information and limited tracking of actual attendance, including member led events
- Limited identification and cultivation of physician leaders within larger sponsored groups

Note: Tiers indicate focus areas rather than priority order and are not sequenced by importance or timing.

2026 Group Targets and Approach

Tier 1: Top 4 Group Targets

1. John Muir Medical Group

- Largest potential impact with the longest relationship history
- Financial objections remain the primary barrier

2026 Approach:

- Reframe the relationship away from group dues and toward strategic partnership, including engagement of individual system leaders
- Work closely with Chief of Staff Neetu Gakhar, who is participating in the next PLP cohort (Specifically, Dr. Soliman)
- Focus on leadership engagement, advocacy alignment, and local influence rather than volume based membership
- Use sponsorships and leadership participation as stepping stones to broader engagement

2. Berkeley Emergency Medical Group (BEMG)

- Active collaboration already underway through ambulance contract work
- Trust and relevance are high

2026 Approach:

- Leverage existing operational collaboration into a formal group membership or engagement ask
- Identify and deepen relationships with key internal decision makers in coordination with Joe
- Position ACCMA as a necessary advocacy and contracting ally

3. UCSF Children's (Oakland Based Physicians)

- Strong existing relationship with productive conversations throughout 2025
- Immediate structural opportunity due to available membership placeholders

2026 Approach:

- Determine whether existing placeholders can be allocated to UCSF Children's physicians
- If not, pursue creation of a new group contract specific to Oakland based physicians
- Work closely with Kelley Meade, leveraging her strong CMA ties
- Frame ACCMA membership as a platform for local advocacy, leadership voice, and system alignment

4. Stretch Target: West Coast Kidney

- Strong individual physician membership base including all four Chabot physicians
- Organizational structure and decision-making authority remain unclear due to the relationship with Panoramic Health

2026 Approach:

- Prioritize intelligence gathering on governance, ownership, and decision authority
- Use existing physician members as internal champions, particularly current President Clifford Wong
- Assess whether the appropriate ask is group membership, leadership sponsorship, or enterprise level engagement

Success Metric:

- By the end of Q1, achieve clarity on contract feasibility and engagement pathways for all Tier 1 targets, transition additional groups into the forward-looking pipeline, and establish a quarterly review cadence to reassess group targets
- Success metric: One Tier 1 group commits to full or partial group membership

Tier 2: County Health Systems and Safety Net Leadership (Relationship Building Focus)

Examples: Alameda Health Consortium members, Roots, La Clinica, Lifelong, Asian Health Services, Contra Costa County Health, Alameda County Health

2026 Strategy:

- Prioritize relationship building and trust development over membership conversion in 2026
- Focus on consistent leadership level engagement rather than system wide membership discussions
- Position ACCMA as a neutral convenor, leadership development partner, and advocacy platform for public sector and safety net physicians
- Create low barrier engagement opportunities for physician leaders, including leadership programs, policy briefings, and peer convenings
- Explore non dues based ways to support engagement, such as sponsored participation in leadership programs, targeted policy forums, and wellbeing focused offerings

Success Metrics:

- Increased leadership presence in ACCMA councils, committees, programs, and events
- Deeper relationships with identified physician leaders within each system
- Clear pathways identified for future engagement beyond 2026, without pressure for near term conversion

Tier 3: Sam Solo and Independent Physicians (Individual Focus)

Examples: Independent physicians, concierge practices, solo practitioners

2026 Strategy:

- Dedicated, proactive outreach to physicians who are former members or who have little or no prior engagement

- Use engagement conversations to assess interest in membership and identify what resonates with this segment (also coordinated through ad-hoc committee)

Tactics:

- One-to-one outreach led by Crystal using a structured cadence
- Exploratory conversations focused on needs, pain points, and preferred engagement channels (engagement first, conversion second)
- Light touch invitations to events, advocacy updates, or programs based on expressed interests

Success Metric:

- Increased engagement with Sam Solo physicians
- Measurable growth in individual memberships driven by this segment
- Trackable outreach activity, responses, and conversion rates to identify patterns and refine approach

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CHEERS WITH PEERS MEET & GREET

IN HONOR OF NATIONAL THANK A RESIDENT DAY

**DONA IN OAKLAND
THURSDAY, FEBRUARY 26 | 6:00 PM**

