



CONNECTING COMMUNITIES TO BETTER HEALTH

2017 ANNUAL REPORT



95

% PATIENT
SATISFACTION

87K

NUMBER OF
PATIENTS SERVED
IN 2017

1,150

LA CLÍNICA
EMPLOYEES

35

SITES IN ALAMEDA,
CONTRA COSTA, AND
SOLANO COUNTIES

96

% WORKFORCE
RETENTION

The mission of La Clínica de La Raza is to improve the quality of life of the diverse communities we serve by providing culturally appropriate, high quality, and accessible health care for all.

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MESSAGE FROM JANE GARCÍA

In today's rapidly changing healthcare sector, it is becoming more and more apparent that to be successful the help and support of others is a necessity.

The complexity of health care in the information age is daunting and can often seem overwhelming. La Clínica was founded 47 years ago and our internal and external networks have never been more necessary than they are today in creating healthy communities.

La Clínica serves a patient population with complex health conditions that are heavily influenced by larger socio-economic factors affecting individual patients, their families, and communities. An individual provider, or even an organization working in isolation, no matter how hard they work, will not succeed in significantly improving and sustaining health outcomes. It is only by joining forces and combining resources within an interdisciplinary and collaborative framework that we can truly be successful in achieving better health outcomes for patients and the communities we serve.

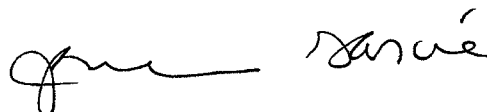
La Clínica was founded on the principles of holistic care, collaboration, and partnership. We pride ourselves on having built a comprehensive health care delivery system that continues to move toward greater patient-centered care coordination. By embracing this approach, we can build health and

social support services that are enabled by smart technology to meet the range of patients' needs while also improving patients' engagement in their own health.

To capitalize on care coordination, our teams are establishing multi-agency communication, creating coordinated care workflows, promoting self-management and using clinical information systems to guide care planning and performance improvement efforts. And we are seeing the positive outcomes: a seamless care experience for our patients that is patient-centered, cost effective, and results in improved health and wellness.

Healthcare has become a team sport. Your support makes our success possible. Thank you for your commitment to our mission.

Together, we can! ¡Sí se puede!



Jane García, La Clínica CEO

2017 HIGHLIGHTS

PEDIATRIC DENTAL CARE SITE BREAKS GROUND

La Clínica's new Children's Hospital Dental Clinic project began in early 2017 with securing a lease agreement for a suitable building, and construction began at the end of October of the same year. Rapid progress has been made and the clinic is expected to move from its current location to the newly expanded site by the end of summer of 2018. Meanwhile, dental services have continued to be provided in the existing clinic. At the completion and opening of the new dental clinic, La Clínica will be able to serve many more patients to meet its goal of 8,819 individuals. This dental clinic will be one of the few in the Bay Area to offer pediatric dental care for patients with special needs.



ALL THAT JAZZ (& SUSHI!) CELEBRATES VALLEJO SERVICE SITES

This year's 46th anniversary celebration highlighted La Clínica's comprehensive programs and services in the City of Vallejo where we celebrated 15 years of impact in the region. As part of the gala, more than 300 of our guests came together at the lively Yoshi's Jazz Club & Japanese Restaurant in Oakland to celebrate and dance to the Afro-Brazilian rhythms of SambaDá as well as enjoy performances by Samba Queen Maisa Duke and Yabás Dance Company. Through the support and generous investments of our guests and sponsors, we were able to raise \$87,498 at the event alone and \$315,086 overall—the most to date! We would like to thank everyone who made the evening such a great success.



REESE BRINDISI PHOTOGRAPHY



EXPANDING HEALTHCARE FOR SOLANO COUNTY RESIDENTS

Fifteen years ago, La Clínica was first invited to come to Vallejo by major healthcare institutions to expand access to primary care in the region. However, even as La Clínica has grown from one service site to five, there continues to be an unmet need. After years of searching for a suitable site, La Clínica purchased a building downtown near its existing clinic where it will co-locate medical, dental, and optical care for greater efficiency and patient convenience. The project will double capacity to accommodate an increasing patient population. Not only will this project improve health and wellness of patients, it will contribute to the economic revitalization for the downtown community through increased foot traffic and additional consumers.



NEW BEHAVIORAL HEALTH SITE OPENS IN OAKLEY

Thanks to the mighty efforts of many staff members in 2017, La Clínica Oakley Behavioral Health opened early 2018 as La Clínica's newest service delivery site, bringing our total number of service sites to 35 across Alameda, Contra Costa and Solano Counties. The new behavioral health site was named "Casa de Luz" in honor of late La Clínica Behavioral Health Clinician Leslie Preston. This is La Clínica's first dedicated behavioral health site in Contra Costa County. La Clínica Oakley Specialty Mental Health Program was previously housed in Oakley Medical. Since opening in 2012, the program has provided services to over 1,000 youth and their families. The new site is staffed by bilingual clinicians, and provides specialized services and partners with community organizations to offer comprehensive support services to children and their families.



HIV DREAM TEAM

Connecting to Integrated Care

La Clínica is the only clinic in our service area to offer wrap-around services to HIV patients and their family members in Spanish.

Our interdisciplinary HIV Dream Team plays a vital role in improving patient care and quality outcomes of the culturally and linguistically diverse communities we serve. Dream Team members range from doctors and psychotherapists to nutritionists and case managers. Our patient-centered approach of co-located and integrated

services is based on a coordinated and team-based delivery system that enables La Clínica to offer comprehensive services in a one-stop shop. By treating the whole patient with a well-rounded team of clinicians and support staff, our holistic approach helps to ensure continuity of care for populations most vulnerable to HIV infection.



91.9

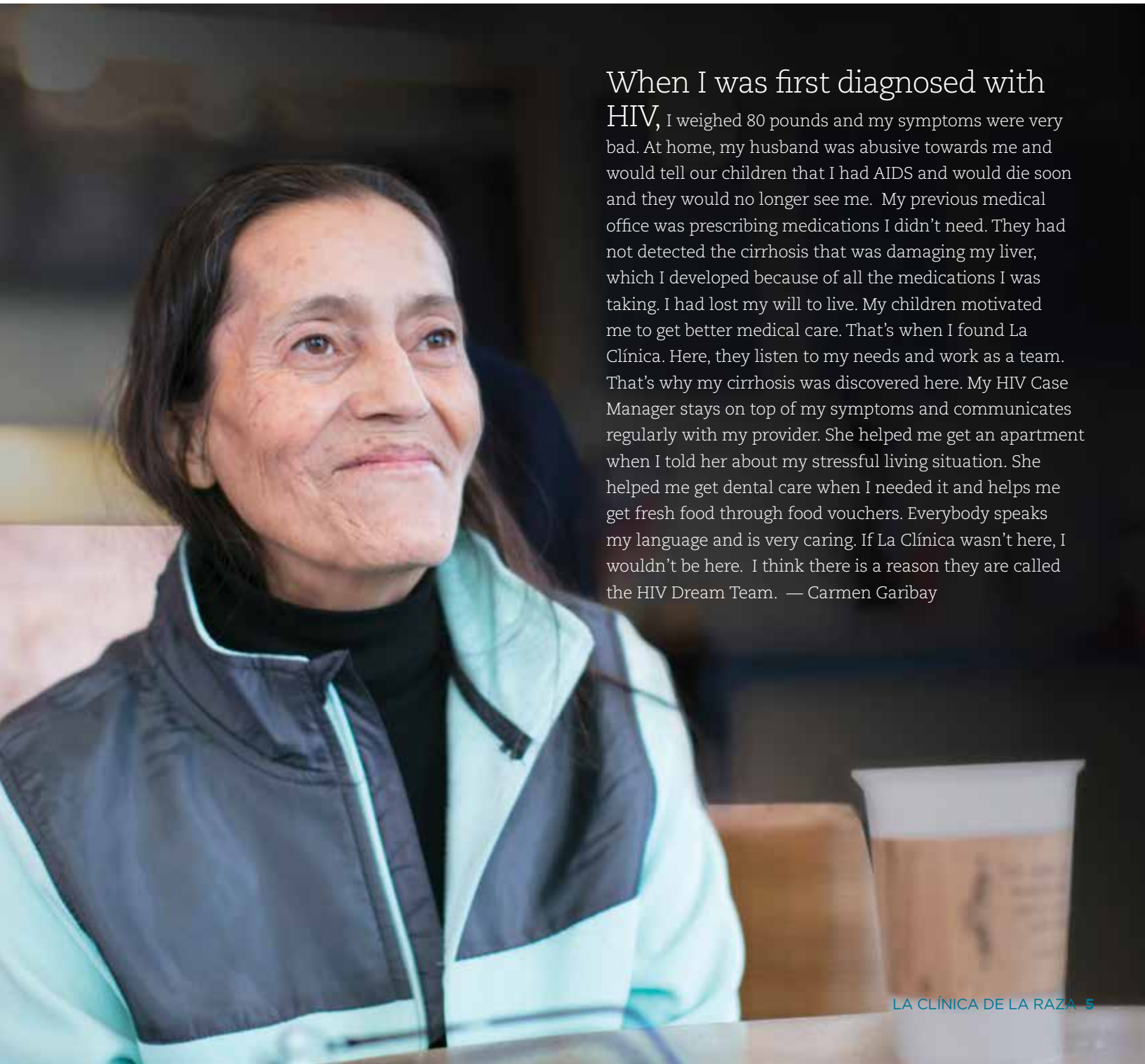
**% OF HIV+ PATIENTS
IN CARE ARE VIRALLY
UNDETECTABLE**

95.2

**% OF HIV+ PATIENTS
WERE RETAINED IN
CARE IN 2017**

100

**% OF NEW HIV+ PATIENTS
WERE LINKED TO CARE
WITHIN 90 DAYS OF INTAKE**



When I was first diagnosed with HIV, I weighed 80 pounds and my symptoms were very bad. At home, my husband was abusive towards me and would tell our children that I had AIDS and would die soon and they would no longer see me. My previous medical office was prescribing medications I didn't need. They had not detected the cirrhosis that was damaging my liver, which I developed because of all the medications I was taking. I had lost my will to live. My children motivated me to get better medical care. That's when I found La Clínica. Here, they listen to my needs and work as a team. That's why my cirrhosis was discovered here. My HIV Case Manager stays on top of my symptoms and communicates regularly with my provider. She helped me get an apartment when I told her about my stressful living situation. She helped me get dental care when I needed it and helps me get fresh food through food vouchers. Everybody speaks my language and is very caring. If La Clínica wasn't here, I wouldn't be here. I think there is a reason they are called the HIV Dream Team. — Carmen Garibay

CONTRA COSTA CALL CENTER

Connecting for improved patient access

La Clínica launched the Contra Costa Call Center in 2017 with the strategic goal to provide assistance to the community that La Clínica serves, making it a gateway to all of our services and to a transformative client-centered experience.

A well-trained and highly motivated Call Center team offers a convenient central point of contact that aims to provide first call resolution to patients' requests. Coordinated communication between the Call Center and the clinics' service providers results in the best possible customer experience for our patients and a high level of patient satisfaction.

The Call Center is an integral part of the care team as patients connect with their health care

providers beyond their visits. Patients are linked with health care services at their medical home with one phone call, maximizing their convenience to schedule, change and confirm appointments, request prescription refills, enquire about lab results and referrals, and have access to nurse advice. Focus on quality outcomes through use of technology for call monitoring and improving interactions ensures consistent positive patient experience.





Elizabeth Brasier, center, and the Contra Costa Call Center staff.

Prior to implementing a Call Center for La Clínica's Contra Costa clinics, Clinical Office Assistants at the front desk were inundated with answering phone calls while trying to check in patients for appointments and handling billing and other tasks. The Call Center has not only alleviated phone traffic in the clinic but also standardized the information patients receive and decreased wait times on the line as calls are answered on the first ring. Close monitoring and training of the Call Center staff has resulted in a high level of service that is both consistent and efficient. Centralizing this service for our patients has improved patients' access to coordinated healthcare as well as clinic workflow.

As the Call Center Manager, feedback from patients and the community is rewarding for the Call Center as patients no longer have to come to the clinic to obtain information on their services. Patients are pleasantly surprised and very appreciative when their calls are answered quickly and efficiently helped by the staff. Quality of our service will continue to improve as we focus on our strategic goal of enhancing patient experience that will lead to better patient engagement. — Elizabeth Brasier, Call Center Manager

91

**% IMPROVEMENT IN
ANSWERING CALLS**

2.5

**AVERAGE MINUTES TO
ADDRESS A CALLER'S
CONCERNS**

85

**% PATIENT
SATISFACTION WITH
PHONE ACCESS IN 2017**



CARE TEAM UPLIFT

Connecting to team-based care

When teams work together to leverage their skills and resources, they can make better decisions as a group than any one of them could do alone.

La Clínica has made fundamental shifts in the culture of how care is delivered with the Care Team Uplift. La Clínica has intentionally invested in further developing and implementing team-based care within the organization through this initiative. The Care Team Uplift focuses on supporting Medical

Assistants in working to the top of their scope in order to improve the quality of our patient care, optimize the ability of providers to see more patients, and increase joy in practice for all Care Team members. Team-based care allows staff to work in concert as a cohesive team on behalf of patients and has been shown to result in a decrease in the cost of care and improve medical outcomes, operational efficiency and patient satisfaction.

Creating High Performance Teams



1

**MA STANDING
ORDERS / CARE
GUIDELINES**

2

**MA/PROVIDER
TRAINING—TEAM
DANCE**

3

**COMMUNICATION/
CULTURE SHIFT
WORKSHOPS**

4

**COACHING FOR
SUSTAINABILITY**



I have always been motivated by helping others and by growing and developing myself personally and professionally. That's why my role as Medical Assistant (MA) and MA Trainer for Care Team Uplift at La Clínica is so fulfilling. The work is challenging but also empowering. On any day, Medical Assistants are working as a team to improve patient outcomes by making patient information such as labs, referrals, and vital signs accessible to providers. This allows the providers to have a better visit with each patient and frees up their administrative time so that they can see more patients. Care Team Uplift has also developed the Team Dance training, an innovative approach that helps us see the whole team effort and workflow like a dance. For example, we “cha cha” the visit prep, which is three steps and we “huddle hustle” with the provider to talk about the day or do a “30-second report merengue” before they see their patients. It's fun to dance and have a good time with the people you work with but more importantly, it's an uplifting experience for the whole team and patients alike. — Rita Nuñez—
Medical Assistant Trainer

INTENSIVE OUTPATIENT CARE MANAGEMENT (IOPCM)

Connecting beyond our four walls

Improving care for patients with complex care needs has always been a priority for La Clínica because we have long understood that environmental and socio-economic factors influence health outcomes for patients. Our IOPCM Program offers a unique “high touch” model of care that leverages people, services, and technology in an integrated capacity to coordinate better care for patients with complex medical conditions while keeping costs down.



In this model, care coordinators build a relationship with patients who receive frequent, personalized attention and work closely with them to promote positive health outcomes. Bi-directional communication between the care coordinators and patients is designed to motivate patient engagement and self-management. In addition, patients can receive home visits, medication delivery, transportation vouchers, and other support to overcome barriers that hinder them from staying healthy or adhering to treatments.

Engaging Patients as Partners in Their Health

IDENTIFY

**PATIENTS WITH
COMPLEX CARE
NEEDS**

PARTNER

**WITH PATIENT TO
DEVELOP CARE
PLAN**

COORDINATE

**COMPREHENSIVE
INTERDISCIPLINARY
CARE**

MAINTAIN

**PATIENT
ENGAGEMENT AND
EMPOWERMENT**

MONITOR

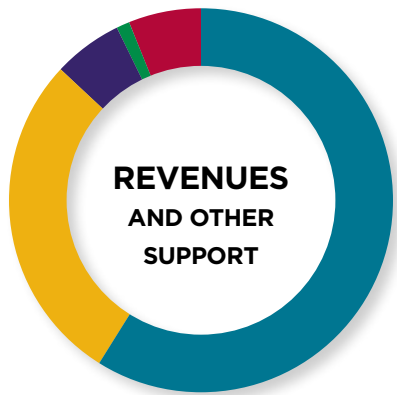
**HEALTH PROGRESS
TO IMPROVE
WELLBEING**



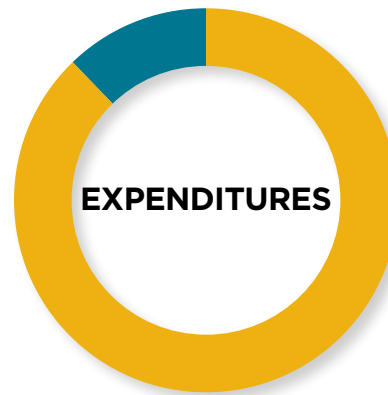
At one point in my life, I was taking 20 pills a day to manage my rheumatoid arthritis pain. I didn't know what was worse: the pain or the side effects from all the pills. I began to think I would rather die than live with the pain or keep taking so many pills. I almost gave up on all doctors, but then I discovered La Clínica. The IOPCM team were warm and friendly. I've had knee and foot surgery and they have continued to check on me once a week. I'm able to walk now without pain thanks to them and the doctors they referred me. My care coordinator and nurse remind me of my appointments and arrange transportation and delivery of my medication when I need it. Before coming here, I had a stroke but I've been able to stay healthy now because of La Clínica. If it wasn't for them, I wouldn't be here. I just thank God for La Clínica every day. — Virginia Garcia

LA CLÍNICA AT A GLANCE

Fiscal year July 1, 2016 – June 30, 2017



Net Patient Service Revenue	\$59,541,944
Grants and contributions	\$28,025,349
Capitation Revenue	\$6,618,749
Contributions In-Kind	\$1,411,412
Other income	\$5,586,024
TOTAL REVENUES	\$101,183,478



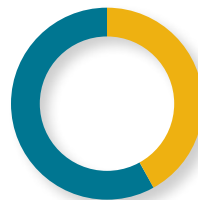
Program Services	\$88,143,980
Support Services	\$12,532,369
TOTAL EXPENDITURES	\$100,676,349

CHANGE IN NET ASSETS \$253,750

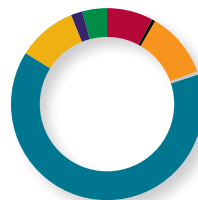
Patient Profile

PATIENTS SERVED	PATIENTS*	VISITS
Medical	64,717	218,828
Dental	31,136	91,028
Vision	10,279	13,668
Mental Health	6,893	19,809
Health Education/ Preventive Medicine	7,827	17,237
Total Number of Patients and Visits	86,884	360,570

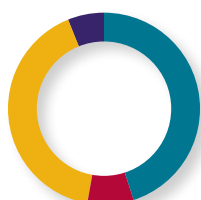
*Many patients access multiple services



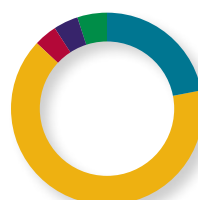
Male	42%
Female	58%



Asian	8%
Pacific Islander	<1%
Black/African American	11%
American Indian/Alaska Native	<1%
Latino/Hispanic (of any race)	64%
White	10%
Multiple	2%
Unreported	4%



0-17	45%
18-24	8%
25-64	41%
65+	6%



Uninsured	22%
Medi-Cal	65%
Medicare	4%
Contra Costa CARES	4%
Private Insurance	5%

YOUR GIFT MATTERS

You make a huge impact every time you give to La Clínica. Your gift provides thousands of families, children and individuals access to affordable, comprehensive, and high quality healthcare services. Every little bit of support counts, because at La Clínica we never turn anyone away. More than 95% of our patients live below 200% of the Federal Poverty Level and count on your support as their only hope for better health. Together, we can create thriving communities for generations to come.

WAYS YOU CAN SUPPORT:



Text LACLINICA to 50155 to make your gift today



Engage your circle of friends and family to share La Clínica's mission



Honor someone special with a gift of a donation and we'll send them a card



Start your own fundraiser during special occasions like birthdays, anniversaries and weddings



IMPACT INVESTING — Give recurring contributions from your Donor-Advised Funds (DAF) to create lasting impact and gain favorable tax benefits



LEGACY GIVING — Add La Clínica as a beneficiary of your IRAs, bequests or charitable trusts

For more information about the various ways you can invest in La Clínica, please contact Vanessa Tan at vtan@lacinica.org or 510-535-2912 | Tax ID number: 94-1744108



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 Hotel Healdsburg
 IFLY Indoor Skydiving
 Ison Design
 Judd's Hill Winery
 Juhu Beach Club
 Kabuki Springs and Spa
 La Mediterranee
 Las Positas Golf Course
 Livermore Valley

Performing Arts Center
 Make Westing
 Nancy Shemick &
 Dr. Thomas Charron
 Napa & Sonoma Valley
 Bike Tours
 Niles Canyon Railway
 Nottingham Cellars
 Oakland Ice Center
 Oakland Symphony
 Obelisco Restaurant
 Oberon Design
 Otaez Restaurant

(continued)

(continued)

Pacific Pinball Museum
Platypus Tours Limited
Point Reyes Outdoors
Recharge Medical & Day
Spa

Red Hen Cantina
Rock Wall Wine Company
San Francisco Ballet
Semifreddi's
SF Bay Adventures

Sonoma Canopy Tours
Southwest Airlines
Takara Sake USA, Inc.
The Culinary Institute of
America

The National Liberty Ship
Memorial — S.S. Jeremiah
O'Brien
The Olympic Club
The Walt Disney Family
Museum

Veg Hub
Vintner's Collective
Wacky Jacky
Yerba Buena Center for
the Arts
Yoshie Akiba

TRIBUTE GIFTS — DURING 2017, GIFTS WERE MADE IN HONOR OF:

Jane García
by Abigail Edelman

**Hunter Landerholm and
Beth Avery**
by Dr. Dmitry Taubinsky

Kitty Lee
by Bruce Chin

Mario and Hector Gomez
by John Martin

**Drs. Peggy Payne and
Dean Shepherd**
by Bonnie Payne, Roger
Tobin, Amy Payne, Judy
Payne, Katherine Smith
& family

Dr. Ariane Terlet
by Dr. Norma Solarz

**Katie D'Harlingue and
Mike Norman**
by Minette Norman

**Amy Prevedel and
Stewart Slafter**
by Franklin & Norma
Prevedel

Joanna Bauer
by Lucie Bauer

Nadine Doyle-Mason
by Matthew Doyle-Mason

Dr. Isabel Lee, MD
by Melissa Nelkin

**Jane García &
Anita Addison**
by Dr. Kenneth Greene

Ketty Bacigalupi
by Anthony & Angie
Bilich

Catherine A. Chin
by Pamela Jue

Jeff Karlin's 70th Birthday
by Naomi Karlin

Dr. Monique Zaragoza
by Bill and Erica Roberts

Jennifer Brodsky
by Kumar Dandapani

Paul Swenson's Birthday
by David Berger

The DREAMers
by Isabel Valdes

MEMORIAL GIFTS — DURING 2017, GIFTS WERE MADE IN MEMORY OF:

Louis Bacigalupi Jr.
by Ketty Bacigalupi
Linnea Castaneda
by Mario Castaneda

INVESTMENT IN OUR COMMUNITY

We are grateful for the generous support received from the government, foundations, and corporate community for funding important La Clínica de la Raza programs and services in 2017.

50 Fund
Alameda Alliance for
Health
Alameda County
Alameda Health
Consortium
Bay Area Air Quality
Management District
Bernard E. & Alba Witkin
Charitable Foundation
Blue Shield of California
Foundation
California Department of
Public Health
California School-Based
Health Alliance
Center for Care
Innovations Fund of
Tides Foundation, in
partnership with Blue
Shield of California
Foundation

Centers for Disease
Control & Prevention
City of Oakland
City of San Leandro
Community Clinic
Consortium
Community Health
Center Network
Contra Costa County
CRT Settlement Fund
CVS Health Foundation
Delta Dental Community
Care Foundation
East Bay Asian Local
Development Corporation
(EBALDC)
East Bay Community
Foundation
Eden Township
Healthcare District
Essential Access Health

First Presbyterian Church
of Berkeley
Health and Human
Resources Education
Center
John Muir Community
Health Improvement
John Muir/ Mt. Diablo
Community Health Fund
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Programs
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of California, Office of The
President
School Based Health
Alliance
Senior Assistance
Foundation Eastbay
(SAFE)
Solano County
Sunlight Giving
Sutter Health

The San Francisco
Foundation
Tri-City Health Center
U.S. Department of
Health and Human
Services
UCSF Benioff Children's
Hospital Oakland (Family
Care Network)
Vesper Society
Webb Family Foundation
Wells Fargo Foundation
Werner-Kohnstamm
Family Fund
William G. Irwin Charity
Foundation

MEETING PATIENTS WHERE THEY ARE: OUR LOCATIONS

1. La Clínica de La Raza (Fruitvale Village)
2. La Clínica de La Raza Fruitvale Dental
3. Community Health Education (Adult)
4. Community Health Education (Youth)
5. La Clínica de La Raza — WIC Program
6. La Clínica Dental at Children's Hospital Oakland
7. Family Optical
8. Casa del Sol
9. Casa del Sol II*
10. Casa del Sol III
11. Clínica Alta Vista
12. San Antonio Neighborhood Health Center
13. Hawthorne Elementary School-Based (Health) Center
14. Oakland Technical High School-Based Health Center (TechniClinic)
15. Fremont High School-Based Health Center (Tiger Health Clinic)
16. Havenscourt Health Center
17. San Lorenzo High (School-Based) Health Center
18. Roosevelt (Middle School-Based) Health Center
19. La Clínica Pittsburg Medical
20. La Clínica Pittsburg Dental
21. La Clínica Oakley
22. La Clínica Monument
23. Dental Care Mobile, a Contra Costa Collaborative
24. La Clínica Vallejo
25. La Clínica Vallejo Dental
26. La Clínica Vallejo Great Beginnings
27. La Clínica Vallejo Great Beginnings Support Services
28. La Clínica North Vallejo
29. La Clínica North Vallejo Administrative and Support Services*
30. La Clínica North Vallejo/Great Beginnings Administrative and Support Services*
31. Youth Heart Health Center
32. Fuente Wellness Center
33. La Clínica Julian R. Davis Pediatrics
34. La Clínica Dental at Elsa Widenmann Health Center
35. Casa de Luz

* no direct health services/administration only



Service site markers are approximations of facility locations. Some markers were moved to make them more visible.

OUR SERVICES INCLUDE

Adolescent Services
Behavioral Health
Case Management
Dental

Health and Nutrition Education
Laboratory
Medical
Pediatric Services

Pharmacy
Prenatal and Postnatal Care
Preventive Medicine
Radiology

Referral Services
Vision and Eye Care
Women's Health
WIC



**When you invest in health,
you connect communities to
a better future.**

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To learn the various ways you can invest in La Clínica, please contact Annual Fund Administrator, Vanessa Tan: 510-535-2912 or vtan@laclinica.org