



2023 ANNUAL REPORT

# Our Healthcare Workforce: The Cornerstone of Our Community



# Message from the Chief Executive Officer

SUSTAINING AND MOTIVATING A RESILIENT WORKFORCE IN TODAY'S CHALLENGING HEALTHCARE ENVIRONMENT

Reflecting on the past year, I am filled with immense pride and gratitude for our La Clínica team. They navigated the complexities of the COVID-19 pandemic with remarkable grace and continue to push boundaries with resilience, innovation, and an unwavering commitment to our Mission.

Our workforce is the cornerstone of our organization, and workforce development remains central to our mission. Amidst the U.S. healthcare worker shortages, we have made significant strides, especially through our internship programs in behavioral health. With the increasing demand for behavioral health services, we have connected with universities and community colleges to expose students to our communities, fostering a deeper understanding and acceptance of the diverse backgrounds that define us.

We are also actively advocating for a future workforce equipped to meet the substantial needs of the communities we serve. We have emphasized the need for more doctors, the importance of nurse practitioners working independently, and support for nursing school costs. The initiatives detailed in this year's annual report underscore our commitment to retaining dedicated professionals and shaping the future healthcare workforce.

Our vision for the future includes not only expanding the number of doctors and nurses but also integrating and recognizing community health workers (CHWs) as essential members of the medical team. These CHWs, often community peers, play a crucial role in bridging the gap between healthcare providers and the communities served, leading to improved health outcomes and reduced inpatient utilization. This initiative reflects our dedication to transforming the delivery system to be more inclusive and focused on frontline workers.

Our efforts to secure reimbursement for CHWs and nurse practitioners highlight our commitment to supporting and retaining our dedicated staff. One of our major achievements has been our active involvement in the statewide movement toward value-based care and advocacy for Medicaid reimbursement of CHW services.

Despite our successes, we acknowledge the challenges that lie ahead. We must continue to actively advocate for a future workforce that can meet the significant needs of the communities we serve and work diligently to recruit primary care physicians.

Looking ahead, we are committed to building a sustainable and resilient workforce capable of delivering high-quality care. We remain dedicated to overcoming challenges and seizing opportunities to enhance the health and well-being of our community.

Thank you for your continued support and belief in our mission. Together, we can build a healthier, more equitable future for all.

**iSí se puede!**

Jane García, La Clínica CEO

# Preparing the Workforce of the Future:

THE NURSE PRACTITIONER AND PHYSICIAN ASSISTANT FELLOWSHIP AT TRANSIT VILLAGE FAMILY MEDICINE

Grace's journey into healthcare began with a mix of uncertainty and hope. Fresh out of school, she was eager to start her career but felt the weight of the gap between graduation and her job search. She longed for a supportive environment where she could learn and grow, which she eventually found in La Clínica's Fellowship program. Located in the East Bay, the program offered not just proximity but also a year-long residency, the promise of a dedicated preceptor, and the opportunity to serve a predominantly Spanish-speaking community — a community Grace felt deeply connected to.

The program was rigorous, with four days in the clinic and one day dedicated to didactic learning, rotating through departments like Women's Health, Pediatrics, and Family Medicine. Despite the challenges, Grace found camaraderie among her fellow participants, who shared the same anxieties and aspirations. They became her lifeline, providing support through the stresses and uncertainties of their first year. The loss of a co-fellow was tough, but Grace persisted.

Grace encountered patients dealing not only with physical ailments but also with deep emotional and psychological burdens. The realities of their struggles were overwhelming at times, but Grace found strength in her role, recognizing the privilege of holding space for their pain and providing the



Grace Huang, current Nurse Practitioner at La Clínica Monument

care they needed. The program's knowledgeable preceptors, who practiced evidence-based medicine, offered different perspectives on complex cases, helping her navigate the challenges of working with a high-risk population.

“What we really want to do is give them extra support and make them feel they are safe in the medicine they are providing.

—Caitlin Hanavan, La Clínica Family Nurse Practitioner and program director

The fellowship program at La Clínica at Transit Village Family Medicine, addresses the critical question of how to sustain and motivate a resilient workforce in today's challenging healthcare environment. Nurse Practitioners (NPs) and Physician Assistants (PAs) are essential to clinical practice, yet often graduate without sufficient real-world experience. The Fellowship program is designed as a cohort-based model, offering a peer support system where fellows share experiences and learn together through various rotations in clinical settings.

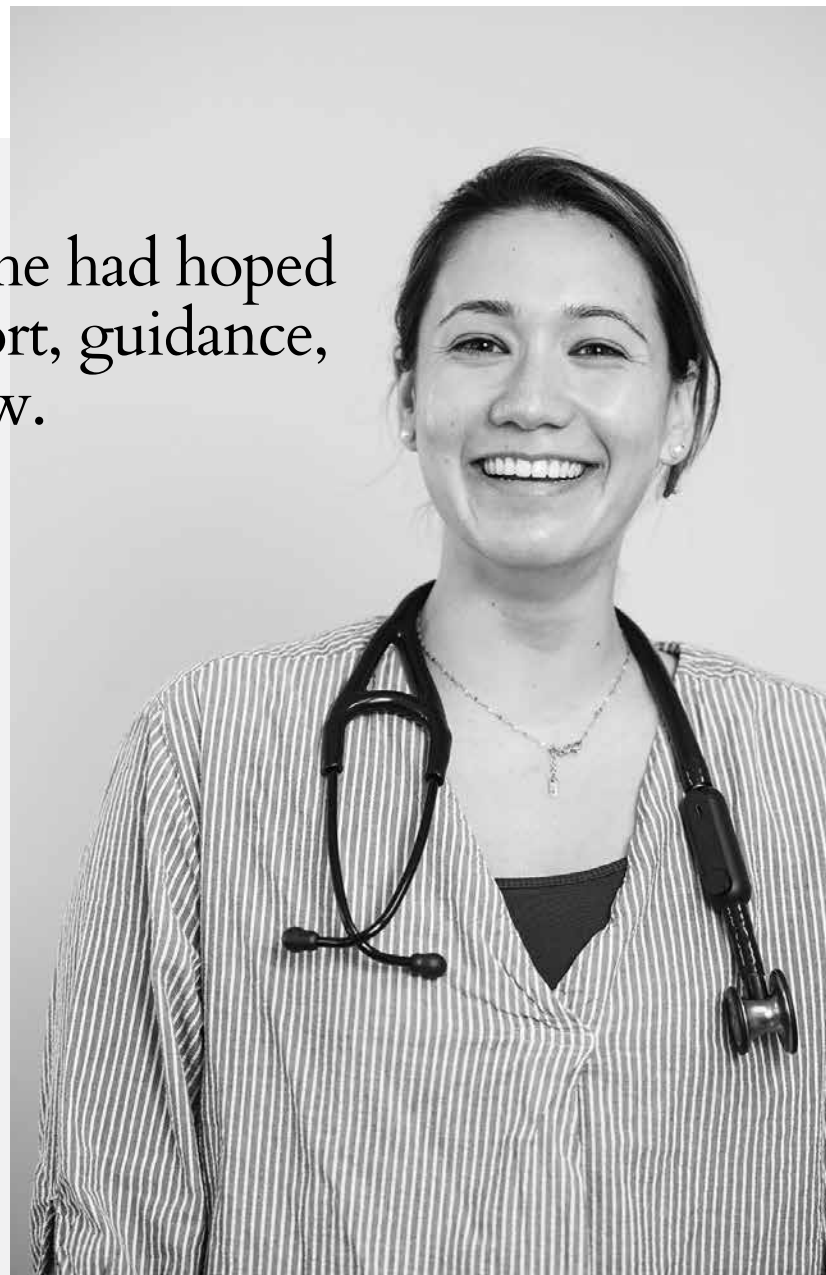
compassion

Caitlin Hanavan, Family Nurse Practitioner who oversees the program, emphasizes the importance of the diverse exposure fellows receive. They work closely with preceptors — MDs or experienced nurse practitioners — who guide them through clinical assessments, documentation, and case consultations. These mentors provide not only clinical expertise but also practical advice on managing workloads and maintaining a healthy work-life balance. One of the program's most impactful components is a social worker-led peer support group, which helps fellows process their daily challenges and experiences.

## Grace found exactly what she had hoped for in the program — support, guidance, and the opportunity to grow.

By the time the program ended, she couldn't imagine leaving. She decided to stay at La Clínica, transitioning to La Clínica Monument, closer to her home. The work was challenging, but it was needed, and she appreciated the connection to her coworkers and the bond she had formed with her patients.

The NP/PA Fellowship at Transit Village Family Medicine is a vital program that addresses crucial gaps in practical training for nurse practitioners and physician assistants. Through comprehensive training, peer support, and the dedication of exceptional preceptors, the program prepares fellows to navigate the complexities of clinical practice. As Grace reflects on her journey, she knows the program made her the provider she is today. The constant support, the friendships, and the community she found at La Clínica have shaped her, giving her the confidence to face each day with compassion and competence. She belongs here, and she knows she's making a difference.



# Expanding Reach and Impact:

INNOVATIVE MODELS FOR DENTAL HEALTH IN THE COMMUNITY

In a time when access to quality healthcare is increasingly crucial, La Clínica de La Raza is taking bold steps to address the shortage of dental professionals through its innovative DA-to-Licensure program. This initiative was born out of necessity, as the pandemic exacerbated an already existing shortfall of dental providers by shutting down many formal training programs. The community's demand for dental care has never been higher, and La Clínica needed a solution that would not only meet this demand but also strengthen its workforce from within.

The DA-to-Licensure program accomplishes this by enabling current employees and new entrants to upskill, catering to two primary groups: unlicensed dental assistants (DAs) aspiring to become Registered Dental Assistants (RDAs) and those aiming to attain RDAEF (Registered Dental Assistant in Extended Functions) status. This forward-thinking model allows La Clínica to grow its own workforce, as explained by Dr. Monica MacVane-Pearson, La Clínica Deputy Dental Director who joined the organization after moving to the Bay Area from Canada. By training its staff to perform advanced tasks like making temporary crowns and handling a significant



Marisol Herrera, current Lead RDA at La Clínica Monument Dental

portion of treatments, the program frees up dentists to focus on more complex cases, thereby expanding the clinic's ability to serve more patients.

The program's curriculum is comprehensive, combining theoretical knowledge, simulated lab work, and clinical competencies, all of which culminate in real-world experience that builds both knowledge and skills. Participants not only enhance their technical abilities but also reap substantial personal and financial benefits. They can grow their skills, earn more, and find greater fulfillment in their careers. This program is particularly advantageous for individuals from diverse educational backgrounds, offering them a pathway to a rewarding career in dental care, regardless of prior formal education.

fulfillment

“This is the first year we've done this program and we are excited because we get to grow our own workforce.

—Dr. Monica MacVane-Pearson, La Clínica Deputy Dental Director

# This great program allows current La Clínica employees to develop their skills further to better serve patients.

When she first walked through the doors of La Clínica as an extern in 2014, Marisol was eager to start her journey in dental care. In July 2016, she officially joined the La Clínica family as an RDA, and by 2022, she had become the Lead RDA. When La Clínica offered the opportunity to complete the RDAEF program in 2023, fully funded by the organization, she seized the chance. She saw the program not just about advancing her career; but also about deepening her commitment to the community. She successfully completed the program and passed the dental board exam and went on to serve as an RDAEF and the Lead Assistant for Monument Dental.

The program transformed her career and her ability to serve patients. Marisol sees working with La Clínica's patient population as more than just a job; it's a calling. She sees firsthand the immense need in the community, and being able to meet that need as a bilingual provider gives her a sense of meaning and purpose.

The DA-to-Licensure program is a win-win for the community. By empowering individuals through skill development and providing a pathway to licensure, La Clínica not only meets the immediate demand for dental care but also fosters long-term professional growth and fulfillment. The program's impact extends beyond workforce development, enhancing patient care and addressing health disparities in underserved populations. It stands as a testament to the transformative power of education, dedication, and community-focused healthcare initiatives, exemplifying how targeted training can address workforce shortages and improve community health.



“The community has a lot of needs, and I’m happy to be a bilingual provider who cares for them.

—Marisol Herrera, current Lead RDA at La Clínica Monument Dental

# A Crisis in Behavioral Health:

## MEETING THE CHALLENGE THROUGH THE MENTORED INTERNSHIP PROGRAM

The U.S. faces a critical shortage of behavioral health professionals. This shortage disproportionately affects vulnerable populations, limiting access to timely and culturally competent care. To address this gap, La Clínica adopted the Mentored Internship Program, designed to create a sustainable pipeline of qualified, bilingual, and culturally competent clinical staff.

The Mentored Internship Program offers opportunities for students 18 and older, at various stages of their education, to gain practical on-the-job training under the guidance of experienced clinical professionals. Through a blend of classroom learning and supervised clinical practice, interns develop practical skills and gain exposure to diverse patient populations in real-world settings. La Clínica actively recruits interns from diverse backgrounds to enhance cultural competency and improve access to culturally sensitive care.

The program includes master's-level clinical training, bachelor's-level training, and monthly dinner seminars that provide undergraduates with an overview of social work and behavioral health career opportunities. Featured speakers share their professional journeys, and peers foster a sense of community and support among students. The program has seen remarkable growth, with increasing applicant quality and quantity. Nancy Facher, Chief of Behavioral Health at La Clínica, notes, "Two years ago, we had a small number of applicants and didn't



Steve Vilca, Mentored Internship Program participant

fill all of our slots. Conversely, this year we had six bilingual and bicultural applicants for every slot for the master's level program."

The program's success is evident in the stories of its participants, like Steve. Steve's journey in behavioral health began as an undergraduate at Chico State, where he was drawn to the intense work of crisis counseling. At a sexual assault intervention and response agency, he took his first steps, answering calls on a crisis hotline and guiding survivors through their darkest moments. His work continued at a domestic violence shelter, where he was on the front lines, helping residents navigate legal

“Two years ago, we had a small number of applicants and didn't fill all our slots. Conversely, this year, we had six applicants for every slot in the master's level program.

—Nancy Facher, La Clínica Chief of Behavioral Health

# cultural competency

complexities and providing crisis support. As the only bilingual counselor at the shelter, Steve bore a unique responsibility, serving every Spanish-speaking individual who walked through the doors.

Steve applied to UC Berkeley's Master of Social Work program and sought an internship that would allow him to continue working with the Latinx community.

This search led him to La Clínica's Casa del Sol, a community behavioral health program that has been serving Alameda's Spanish-speaking communities since 1973. At Casa del Sol, Steve found more than just an internship; he found a community of mentors and peers who understood his journey and shared his passion for serving the underserved.

## At Casa del Sol, Steve found more than just an internship; he found a community of mentors and peers who understood his journey and shared his passion for serving the underserved.

At Casa del Sol, Steve worked with clients facing severe to persistent mental health challenges, providing bilingual therapy and case management. His work was intense and demanding, but deeply fulfilling. One experience that stands out is his work with a young boy who had requested a male therapist. The client had struggled to open up with previous therapists, but with Steve, something clicked. This connection was a testament to the power of culturally competent care and the impact of having a therapist who truly understands a patient's background and language.

Now, Steve plans to continue this work, become licensed, and be a clinician who not only provides therapy but also advocates, mentors, and creates safe spaces for those in need. Steve's journey, like the Mentored Internship Program itself, highlights the importance of addressing the behavioral health workforce shortage by fostering a new generation of skilled, compassionate professionals. Through structured training, mentorship, and a commitment to cultural competence, La Clínica has made significant strides toward a more equitable and effective behavioral healthcare system.





# 2023 Highlights



## Jane García and La Clínica Receive LCCRSF's Anthony F. Logan Award

The Lawyers' Committee for Civil Rights of the San Francisco Bay Area (LCCRSF) presented its Anthony F. Logan Award to Jane García, CEO and La Clínica for our contribution and role in supporting the health of our immigrant communities across the Bay Area.

The award was presented during LCCRSF's 36th annual Dr. Martin Luther King, Jr. Awards. It celebrates the organization's success and that of its pro bono and community partners in solving intractable local problems with national significance around racial, economic, and immigrant justice.

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## Jane García Featured at *Hella Feminist: An Exhibition at Oakland Museum of California*

The Oakland Museum of California's Hella Feminist exhibition showcased lesser-known stories from the Bay Area feminist movement.

One of its installations, called 'WORK' by artist Miriam Klein Stahl and writer Kate Schatz, featured portraits of 200 notable women and nonbinary people—including La Clínica CEO Jane García—whose lives and work impact the East Bay.

The exhibition aimed to challenge, provoke, and inspire visitors to reconsider and expand their understanding of feminism and its complicated history.



*(Highlights continued)*



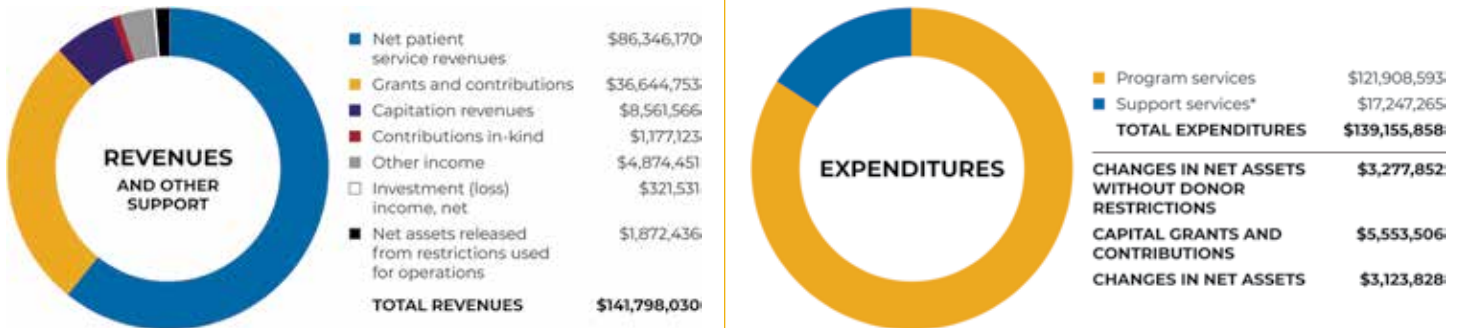
## All That Jazz (& Sushi!): Celebrating 50 Years of Behavioral Health Services

La Clínica held its signature All That Jazz (& Sushi!) gala at Yoshi's Jazz Club & Japanese Restaurant in Oakland on September 30, 2023. The gala celebrated our Behavioral Health department, which has provided more than 50 years of essential behavioral health care to communities in need.

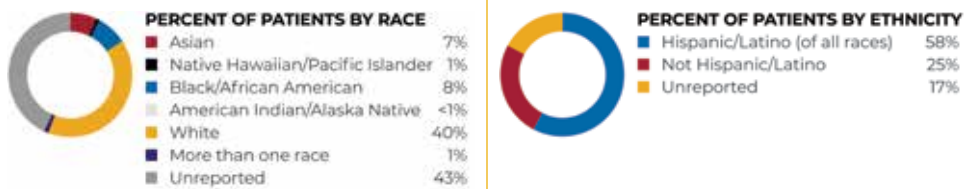
Behavioral health is an area that is often neglected in healthcare, and since 1973, your support has helped keep these critical services available to diverse communities in the East Bay. We would like to thank our guests and sponsors for their support and generous contributions, and everyone who made the evening such a great success.

# La Clínica at a Glance

FINANCIAL HIGHLIGHTS | FISCAL YEAR JULY 1, 2022 — JUNE 30, 2023



## PATIENT PROFILE | CALENDAR YEAR 2023



\*Excludes any large one-time settlement payments

# Your Gift Matters

You make a huge impact every time you give to La Clínica. Thank you for coming along with us on this journey and for your commitment to our work. Together, we can create thriving communities and ensure the future of community health for generations to come.



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\* La Clínica staff

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We have recognized gifts made in 2023. We hope we have acknowledged your gift accurately. Please contact Lindsey Poston at [lposton@laclinica.org](mailto:lposton@laclinica.org) or call 510-535-2912 to notify us of any unintended errors or omissions.



# Investment in our Community

We are grateful for the generous support from the government, foundations, and corporate communities. In 2023 they funded important La Clínica de La Raza programs and services.



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City of San Leandro	Advocates for Human Potential (AHP)	National Institute of Health (NIH) via Stanford University	The Department of Health Care Access and Information
Community Catalyst	Diablo Valley College (DVC)	Oakland Literacy Coalition	The Kaiser Foundation Hospital Fund For Community Benefit Programs at The East Bay Community Foundation
Community Health Center Network (CHCN)	Eden Health District	Partnership Health Plan of California	U.S. DHHS Health Resources and Services Administration
Community Health Center Network (CHCN) via a contract with Sutter Bay Hospitals	Essential Access Health	Private Donation from Leagrey Dimond and an Anonymous Donor	UC San Francisco
Contra Costa Health Services — Behavioral Health Division/Mental Health	Georgetown University	Public Health Institute (PHI)	UCSF Benioff Children's Hospital Oakland (Family Care Network)
Contra Costa Behavioral Health Services	HCAI Department of Health Care Access and Information	Redwood Community Health Coalition	UCSF Center for AIDS Prevention Studies
Contra Costa Health Plan — CCHP	Health Resources and Services Administration (HRSA)	Regional Asthma Management and Prevention (RAMPP)	UCSF via Education, Training, and Research (ETR) Group
Contra Costa Health Services	Hellman Foundation	Richmond Community Foundation	UnidosUS
Contra Costa Health Services — Behavioral Health Division/Mental Health	Innovative Health Solutions	SAMHSA	University of California, San Francisco
Contra Costa Regional Health Foundation	John Muir Community Health Fund	San Francisco Foundation	U.S. Department of Health and Human Services — Health Resources and Services Administration
County Medical Services Program	John Muir Community Health Improvement	Scarlet Feather Fund of the Marin Community Foundation	Vesper Society
County Medical Services Program (CMSP) Governing Board	Joseph and Vera Long Foundation	Solano County BOS	ViiV Healthcare
Crankstart	Kaiser Permanente	Solano County Health and Human Services	Wayne and Gladys Valley Foundation
Crankstart Foundation via Alameda Health Consortium	Kaiser Permanente — Diablo Area	Substance Abuse and Mental Health Services Agency (SAMHSA)	Wells Fargo
Crankstart via Unity Council	Kaiser Permanente Northern CA Region — Napa Solano	Sunlight Giving	Yoshi's Fund
Dayton Foundation	LifeLong Medical Care, Inc.	Sutter Delta Medical Center	
	Marc and Lynne Benioff via Silicon Valley Community Foundation	Sutter Health	

# Meeting Our Patients Where They Are—Our Locations

## ALAMEDA COUNTY

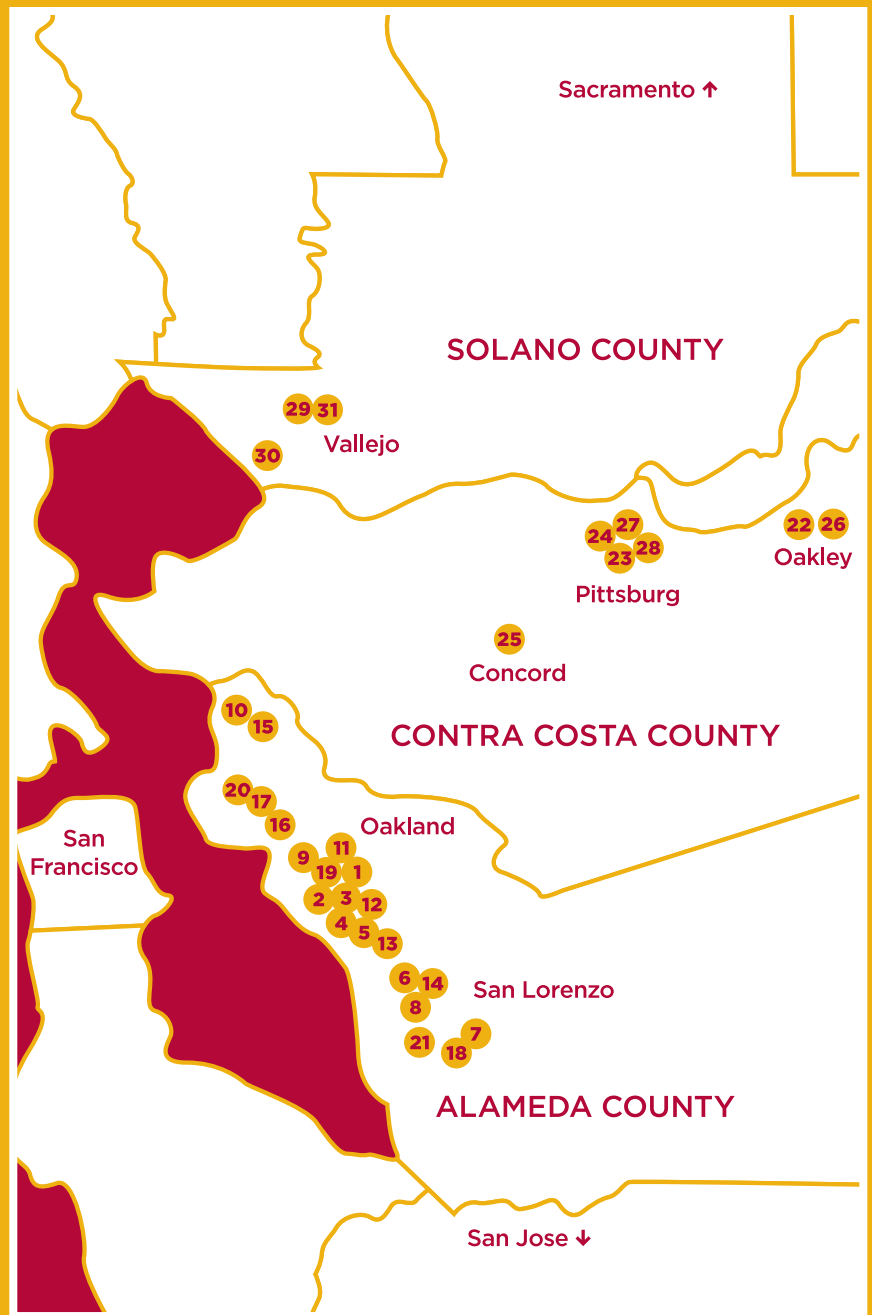
- 1 Casa CHE
- 2 Casa Del Sol
- 3 Clínica Alta Vista
- 4 Cultura y Bienestar
- 5 Family Optical
- 6 Fremont Wellness Center
- 7 Fuente Wellness Center
- 8 Havenscourt Health Center
- 9 Hawthorne Elementary School-Based Health Center
- 10 La Clínica Dental at Children's Hospital Oakland
- 11 La Clínica Fruitvale Dental
- 12 La Clínica Fruitvale Neighborhood WIC
- 13 La Clínica Fruitvale Village
- 14 La Clínica Julian R. Davis Pediatrics
- 15 Oakland Technical High School-Based Health Center (TechniClinic)
- 16 Roosevelt Health Center
- 17 San Antonio Neighborhood Health Center
- 18 San Lorenzo High School-Based Health Center
- 19 TRUCHA (Together Reaching Users Combating HIV and AIDS)
- 20 Youth Heart Health Center
- 21 La Clínica at 95th Avenue

## CONTRA COSTA COUNTY

- 22 Casa de Luz
- 23 CHE Contra Costa County
- 24 Dental Care Mobile
- 25 La Clínica Monument
- 26 La Clínica Oakley
- 27 La Clínica Pittsburg Dental
- 28 La Clínica Pittsburg Medical

## SOLANO COUNTY

- 29 La Clínica North Vallejo
- 30 La Clínica Vallejo
- 31 La Clínica Vallejo Great Beginnings



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

# Our Impact

**93%**

PATIENT SATISFACTION

**34**

NUMBER OF SITES

(ALAMEDA, CONTRA COSTA, AND SOLANO COUNTIES)

**1,177**

NUMBER OF LA CLÍNICA EMPLOYEES

**81,595**

NUMBER OF PATIENTS SERVED

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## Our Mission

Improve the quality of life of the diverse communities we serve by providing culturally appropriate, high quality, and accessible health care for all.

[www.laclinica.org](http://www.laclinica.org)