

2024 ANNUAL REPORT

The Frontier of Community Health: Prevention, Innovation, and Integration



Message from the Chief Executive Officer

STEADFAST IN MISSION, FOCUSED ON IMPACT

At La Clínica, we prioritize patient well-being, coordinated multi-disciplinary care models, and evidence-based practices. While traditional models of care incentivize providers to deliver *more* services, we are focusing on *value-based care*—achieving better outcomes with more effective and efficient interventions.

This year, from pioneering value-based care to addressing the social determinants of health, our work has reached new heights thanks to the unwavering support of our donors and partners and to the steadfast focus of our provider care teams working in unison on behalf of patients and the community.

Data-Driven Innovation and Excellence

In an era where outcomes matter more than ever, La Clínica has emerged as a leader in value-based care. Out of nine key health indicators tracked through our electronic health records system, we've hit eight—a notable achievement shared by only a handful of providers. Our partnership with Alameda Alliance for Health, the County's managed health care plan, continues to support building the infrastructure for broad-based community health that can be measured. Yet numbers only tell part of the story. Behind every data point is a life uplifted: a diabetic patient receiving medically tailored meals through our Food as Medicine program, a family connected to housing resources after a screening revealed housing instability, a child whose tooth decay is no longer interfering with learning at school. By partnering with other organizations that provide vital education, housing, transportation, and other services, we're helping patients access care within a broader ecosystem of social service delivery.

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“We’re not just health care providers. We’re translators, navigators, and sometimes, lifelines.

A Workforce Reflecting Our Community

The health care worker shortage crisis has made hiring a challenge nationwide—but La Clínica has turned this challenge into an opportunity. We are steadfast in our belief that when our team reflects the community, trust grows. When there is trust between provider and patient, everyone benefits. That’s why we’ve continued to expand our care teams to include community health workers (CHWs), in addition to creating a pipeline that stretches from high school internships to Stanford’s psychiatric training program. Our CHWs bridge a systemic gap between healthcare and social service providers—a model so effective that even major hospitals are taking notice. The model transforms lived experience into improved patient outcomes while also helping expand the capacity of our entire care workforce.

Tandem Partners: Innovation and Prevention

Through more than 5 decades of service delivery, we know that investing in prevention and innovation is how we will meet the challenges of the future. These values pulse through the veins of every program. New ambient AI technology lets providers focus on patients, not paperwork. Our mobile mammography van’s appointments are always filled—proof that meeting people where they are can lead to early cancer detection and saves lives. Enhanced Care Management, our program for high-risk patients, reduced ER visits by connecting individuals to primary care “homes.” Our peer counselors in our eight school-based health centers make care relatable by engaging teens with creative care ideas, such as hosting “Batman Day.”

Paving the Road Ahead

At La Clínica, we believe health care is a right—not a privilege. But it’s not just about delivering health care. It’s about delivering healthcare with excellence and compassion. So, our boldest next frontier is our commitment to an integrative system of care for our patients. That is why we continue to break down silos between physical, mental, and social care: healing the whole person demands working in tandem within a broader ecosystem of care, where we serve as the “connective tissue” that runs through the entire system.

Nonetheless, our work is not without its challenges. Through it all, the support of our community continues to fuel our passion and our mission. Because of you, we don’t just adapt to challenges—we anticipate them and overcome them. As one team member put it: “We’re not just health care providers. We’re translators, navigators, and sometimes, lifelines.” Join us as we write the next chapter where we’re not just transforming systems, we are transforming lives.

iSí se puede!

The image shows two handwritten signatures. The signature on the left is "Jane" and the signature on the right is "Danié".

Jane García, La Clínica CEO

La Clínica's Medical Programs:

COMMUNITY MISSION MEETS MEDICAL EXCELLENCE



Office of the Medical Director staff (left to right): Teena-Marie Benitez, Director of Medical Operations; Helder Silva, Associate Director of Medical Operations; Anita R. Juvvadi, MD, FAAP, Deputy Chief Medical Officer; John Murphy, MD, Chief Medical Officer

"We don't just meet benchmarks; we redesign them." Our medical programs deliver exceptional outcomes while centering dignity. We are proving that equitable care and high-quality care are not in opposition to one another, but rather, are complementary imperatives.

Breaking Barriers in Preventive Care

At La Clínica, the belief that prevention is the best medicine is a core philosophy. This past year, prevention programs brought healthcare into the heart of the community, addressing health upstream.

The proof pulses through every program. In our exam rooms, diabetes prevention takes the form of "Yumlish"—a CDC-backed nutrition initiative where dietary coaching comes with culturally familiar meal plans. In waiting rooms, kindergarten physicals transform into family celebrations, complete with backpacks and farmer's market vouchers. Meanwhile, La Clínica's partnership with Sutter Health's Mammovan is effectively reaching underserved populations where early detection has become a critical component of saving lives. Our monthly mammography events now reach every clinic site, bringing vital education and prevention services into the heart of the community.

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“We don’t just meet benchmarks; we redesign them.

—Dr. Anita Juvvadi, Deputy Chief Medical Officer



Innovation Is the Path Forward

Nearly two-thirds of La Clínica’s patient population carries histories of trauma, making access to care an additional barrier to overcome. Continuing on the path of innovation, La Clínica pioneered at-home cancer screenings that preserve patients’ dignity and privacy while providing a vital preventive intervention. Early results show participation rates have doubled, proving that trust and innovation go hand in hand.

But perhaps the most profound transformation is happening in colorectal cancer prevention—one of the leading causes of cancer-related deaths in the United States. Many patients are uneasy and nervous about colonoscopies. After years of lagging test returns, La Clínica decided to tear up the playbook. Now, FIT kits arrive directly in patients’ mailboxes, complete with video instructions in their preferred language. This noninvasive, private way to check for colon cancer without having to leave the comfort of home captures the essence of La Clínica’s approach—meet patients where they are.

Pride in the Care We Provide

Behind these breakthroughs stands La Clínica’s team of dedicated providers who are constantly innovating their way through challenges and barriers, whether guiding patients through opioid tapering, leading workforce initiatives, or pioneering novel cancer screenings.

In a healthcare landscape marked by worker shortages and burnout, La Clínica has built sanctuaries of support for internal teams. Wellness committees—led by staff, for staff—design mentorship programs that support staff well-being. La Clínica has also tapped into an unexpected resource for mentorship: retired physicians, who share their wisdom through the ENCORE initiative, a partnership with Kaiser Permanente.

To be certain, challenges persist. Healthcare providers today are tasked with providing more services with increasingly fewer resources. But La Clínica continues to meet these pressures with equal parts grit and grace, adapting to turn frontline challenges into systemic change.

Casa del Sol:

EXPANDING THE WORKFORCE IN MENTAL HEALTH CARE

Dr. Joseph Perales, LCSW, DrPH, began his career as a graduate intern in Berkeley's Master's in Social Work (MSW) program, working with populations living with severe and persistent mental illness. Motivated to create systemic change, he pursued a doctorate in community health, focusing on task shifting—a model that redistributes healthcare tasks to trained non-specialist para-professionals. After completing his degree, he came to La Clínica, stepping into a leadership role to develop training programs that rely on this model to expand the workforce and deepen the quality of care.

Meeting the Integrated Care Needs of the Community

Casa del Sol, the Specialty Mental Health clinic that Joseph leads, offers culturally responsive care and collaborates with institutions such as UCSF, Stanford University, and UC Berkeley. The program's scope is wide, serving individuals with mild to severe needs, including those dealing with trauma, HIV/AIDS, and high-risk psychiatric conditions.

One of the program's most significant strengths is its integration of peers who have faced similar challenges themselves and now provide counseling, care management plans, and resource navigation services to patients. Their ability to connect with patients on a personal level, phrasing health messages through shared experience, sets them apart.



Dr. Joseph Perales, LCSW, DrPH, Clinical Director of Casa del Sol

Perhaps most impressively, while the national average wait time for behavioral health services is 48 days, Casa del Sol provides same-day access and helps patients identify immediate next steps—a critical advantage for a community clinic navigating unpredictable resources.

The Future Requires Agility and Innovation

Another promising model is reverse integration, which embeds primary care in mental health settings. The model could dramatically improve outcomes for those with severe mental illness, who often have shorter life expectancies due to unmet physical health needs.

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Staff from Casa del Sol

The opportunities for innovation are many but resources remain constrained. Policy shifts, like California's sunsetting Mental Health Services Act, require agility. Across the board, the high cost of living in the Bay Area makes recruiting and retaining staff difficult. Meanwhile, public health systems continue to apply systemic pressure downstream, expecting community-based organizations like La Clínica to fill needs without adjusting compensation. And the need is only growing.

Where the program sees opportunity is in expanding task shifting, diversifying funding, and forming advocacy coalitions. However, scarcity remains a challenge due to a lack of staff, treatment rooms, or training hours. With a team of 30-50 professionals serving thousands annually, the demand is relentless.

Future expansion and impact mean more community-based peer navigators and innovative care pathways. It means more resources, more staff, and more systemic support to ensure that mental health care remains accessible, compassionate, and unwaveringly dependable for those who need it most. Patients have placed their trust in the program, knowing they'll be met with cultural and linguistic competency. Specialty Mental Health clinics like Casa del Sol must be supported accordingly so they can scale and meet the considerable demand.



Bridging the Gaps Between Dental and Medical Care

When Dr. Samantha Aguinaldo-Wetterholm first joined La Clínica as a new dental graduate, she wasn't sure what path her career would take. But the organization's mission—built on a foundation of community care—aligned perfectly with her values. Now, as Associate Dental Director of La Clínica's Transit Village Dental in Oakland, she leads a team dedicated to prevention, education, and breaking down barriers between dental and medical care.

“Oral health *is* health. If you lose your teeth young, your nutrition, speech, and confidence suffer. People deserve care for their whole body—not just parts of it.

—Dr. Samantha Aguinaldo-Wetterholm,
Associate Dental Director of Transit Village Dental

A Clinic That Adapts to Community Needs

When the pandemic hit, dental clinics nationwide faced a crisis; most procedures were deemed “elective,” forcing many to shut down. But La Clínica pivoted, finding ways to keep serving patients. The team got creative, focusing on urgent care, education, and early intervention—especially for pregnant women, young children, and families.

Many patients have never had consistent dental care, so the team doesn't just treat cavities—they teach parents how to care for their children's teeth, breaking cycles of poor oral health. That is how dental health at La Clínica becomes an intergenerational intervention. “If a family starts coming to the dentist, it inspires others in their community,” says Dr. Aguinaldo-Wetterholm. “Those incremental changes add up.”

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Diabetes, Dental Health, and the Silent Epidemic

One of La Clínica's most innovative projects is diabetes screening in our dental clinics. Before COVID, the Dental Department piloted a program where dental providers administered tests to identify undiagnosed diabetes. "A typical patient might think they are healthy because they have not had any significant health episodes but we soon learn that it's been 20 years since they've seen a doctor," Dr. Aguinaldo-Wetterholm explains.

Gum disease and uncontrolled diabetes are closely linked, and many patients suffer from a "trifecta" of high cholesterol, hypertension, and diabetes—often without knowing it. By screening at dental visits, La Clínica can refer patients to medical providers before

severe complications arise and detect risks right in the chair. Conversely, medical clinics remind patients to see a dentist, creating a two-way referral system that closes gaps in care.

Despite progress, dental deserts—areas with too few providers—persist. That means long wait times, and challenges accessing special needs dentistry. The biggest hurdle of all though remains that dental care isn't included in universal healthcare proposals. La Clínica's vision is a simple one: a world where dental care is seamless, preventive, and accessible to all. Until then, La Clínica will keep advocating for integration and bridging the gaps in care—one smile, one screening, and one generational shift at a time.



La Clínica Transit Village Dental staff

Fighting Food Insecurity

WITH MEDICALLY TAILORED MEALS



Deisy Monterrosa, Panel Management Assistant (left), and Alex Lopez, Clinic manager of San Antonio Neighborhood Health Center

Since joining La Clínica in 2015, clinic manager Alex Lopez has seen firsthand how food insecurity worsens chronic diseases. Now, his team is tackling the issue head-on through innovative partnerships with Alameda County Community Food Bank (ACCFB) and Bento—the latter funded by Kaiser Permanente—which blend nutrition with healthcare.

From Screening to Solutions

At La Clínica, every patient who comes through the door is screened for food insecurity using the Hunger Vital Sign tool. Those in need can access La Clínica's on-site pantry—stocked with produce and dry goods—weekly. But for patients with diabetes, hypertension, or other diet-sensitive conditions, the clinic offers a deeper intervention: medically tailored groceries.

In January of 2024, ACCFB became the first food bank in California to bill healthcare for medically supportive food through California's CalAIM Initiative. This is an important step in acknowledging the role of food and nutrition in overall health. In partnership with Alameda Alliance for Health, the primary Medi-Cal insurance plan in the county, eligible Alameda Alliance members receive 12 weeks of home-delivered, condition-specific food and nutrition counseling. Meanwhile, Bento, a grant-funded program being piloted at La Clínica's San Antonio site, provides dietitian-tailored grocery orders and education to help patients with diabetes or hypertension meet their nutritional, dietary, and situational needs while building healthier, long-term cooking skills.

(CONTINUED)



“We’re not just filling stomachs, we’re changing health trajectories.

—Alex Lopez, Clinic Manager

While ACCFB serves the entire County, our partnership with Bento, funded by Kaiser Permanente, offers a hyper-local approach showing how culturally tailored nutrition can empower patients. The team tracks biomarkers like blood pressure at 3- and 6-month intervals to measure the program's impact, and so far, it's getting great results on these metrics.

Gaining Momentum and Scale

La Clínica has long recognized the crucial role of nutrition in managing and preventing chronic diseases, as a way to improve population health and reduce healthcare costs. The program goes beyond filling grocery bags and offers access to life-changing education. Nutrition classes and cooking demonstrations teach recipients how to prepare healthy meals. These educational efforts are designed to empower individuals with the knowledge and skills to make lasting dietary changes. Programs like these are powerful vehicles not just to fight hunger but also to fight chronic disease.

As the Food as Medicine movement gains momentum, scaling the program to meet demand remains a challenge. “Food is preventive medicine,” says Alex, but success hinges on dedicated staff time, and this is a challenge for programs relying on temporary grants.” La Clínica hopes to expand these efforts, proving that addressing hunger isn’t just charitable—it’s cost-effective and a clinical necessity.

2024 Highlights



Our new clinic on 95th Avenue officially opened its doors in East Oakland, expanding access to dental and medical care for children, adults, and pregnant patients. The 2,500-square-foot clinic, co-located in an affordable housing development near International Boulevard, was celebrated with a grand opening attended by more than 50 community members, partners, and local leaders.

(Right) Dr. Christina Chavez-Johnson, Alameda County Regional Associate Medical Director, delivers remarks at the Open House for La Clínica at 95th Avenue.

La Clínica hosted a roundtable in Oakland with then-U.S. Health Secretary Xavier Becerra, Latino Community Foundation CEO Julián Castro, and other community leaders to address mental health access and healthcare disparities in Latino communities, and reinforce our role as a voice for culturally competent healthcare.

(Left) Julián Castro, CEO of Latino Community Foundation, Xavier Becerra, then-US Secretary of Health and Human Services, and Jane García, CEO of La Clínica, participate on a roundtable discussion to discuss mental health services for Latino communities.



This year's All That Jazz (& Sushi!) gala at Yoshi's in Oakland marked an exciting celebration of 53 years dedicated to advancing accessible, high-quality care. The event highlighted the essential role that information technology plays in creating a seamless, patient-centered experience, further strengthening our capacity to serve vulnerable communities throughout the Bay Area.

(Left) L to R: Jaime Keane, Senior Vice President at US Bank; Jane García, La Clínica CEO; Dr. Emily Prieto-Tseregounis, Board Member at La Clínica; Peter Leary, Senior Vice President at Acrisure; Dante Green, Chief Operating Officer at Kaiser Permanente Oakland Medical Center

La Clínica at a Glance

FINANCIAL HIGHLIGHTS | FISCAL YEAR JULY 1, 2023 – JUNE 30, 2024

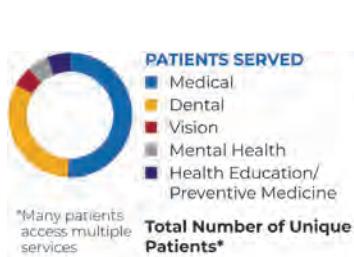


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|---|----------------------|
| Net patient service revenues | \$99,451,599 |
| Grants and contributions | \$35,976,993 |
| Capitation revenue | \$7,554,739 |
| Nonfinancial asset contributions | \$2,063,585 |
| Other income | \$6,843,690 |
| Investment income, net | \$1,511,027 |
| Net assets released from restrictions used for operations | \$905,704 |
| TOTAL REVENUES AND OTHER SUPPORT | \$154,307,337 |

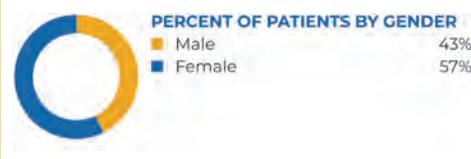
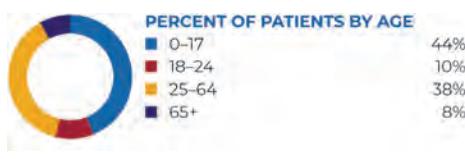
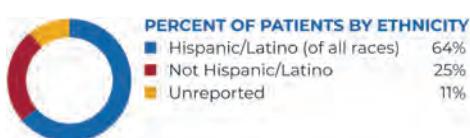
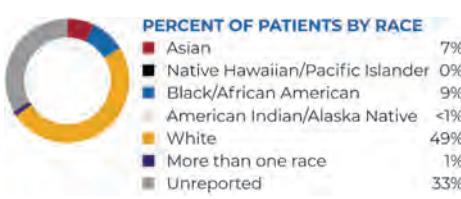


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|---|----------------------|
| Program services | \$127,083,341 |
| Support services* | \$24,780,341 |
| TOTAL EXPENDITURES | \$151,863,682 |
| CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS | \$7,605,520 |
| CAPITAL GRANTS AND CONTRIBUTIONS | \$994,085 |
| CHANGES IN NET ASSETS | \$3,076,133 |

PATIENT PROFILE | CALENDAR YEAR 2024



| PATIENTS* | |
|---|---------------|
| Medical | 57,402 |
| Dental | 39,235 |
| Vision | 8,243 |
| Mental Health | 17,605 |
| Health Education/ Preventive Medicine | 9,042 |
| Total Number of Unique Patients* | 82,735 |



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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| | Aurora Guevara by Ellen Griffin | | |

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| | | | |
|---|---|---|---|
| Amy Prevedel and Stewart Slafter by Frank and Norma Prevedel | Denise and Joyce Hum by E. J. Chan | Francesca and Martin Arago by Reynaldo Go | Kam Wong by Don O'Connell |
| Barbara Anne Payne and Dean Sheppard by Drs. Peggy Payne and Dean Sheppard | Dr. Ariane Terlet and Jane Garcia* by Norma Solarz and Steven McCleary | Gloria Figueroa by Patricia Sneddon | Kanwar Singh* by Marty Lynch |
| Bonne Payne and Roger Tobin by Amy and Tom Payne | Dr. Chrissy Chavez-Johnson* by Josephine Chavez-Backster | Jane Garcia* by Dr. Joshua Sparrow | Ketty Bacigalupi by Kristine Craig and Kilpatrick Townsend |
| Catherine A. Chin by Pamela Jue | Dr. Kam Wong by Roderick Becker | Jane Garcia* by Dr. Kenneth Greene and Martha Catalina Alva Greene | Kinan Juarez Guerrero by Anonymous |
| Chris Anderson's birthday by Mina Gobler | Dr. Katie D'Harlingue by Norman Borromeo Charitable Fund | Jane Garcia* by Lynn and Jason Baskett | Ocean's first birthday by Josh Nathan |
| | Dr. Meg Renik by Mary and Stan Friedman | John H. Bosche by Lorraine Bosche | The Hernandez Family by Sherry Sank |
| | | José Pena's father by Abacus Wealth Partners | |

* La Clínica staff

** Board of Director

We have recognized gifts made in 2024. We hope we have acknowledged your gift accurately. Please contact Lindsey Poston at 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 2024 they funded important La Clínica de La Raza programs and services.

| | | | |
|--|--|---|--|
| Alameda County Community Food Bank (ACCFB) | Bay Area Community Health (formerly Tri-City Health Center) | Hellman Foundation | Sutter Delta Medical Center |
| Alameda County Health Care Services Agency (HCSA) | Board of State and Community Corrections | Heluna Health (California Department of Health Care Services) | Sutter Health Sacramento Sierra Region |
| Alameda County Public Health Department — Health Promotions and Community Partnerships | California Department of Public Health | HRSA | The Children's Hospital corporation dba Boston Children's Hospital |
| Alameda County Public Health Department — HIV Health Services Administration | California Department of Public Health (CDPH), Department of Health Equity | Individual Donations | The Department of Health Care Access and Information |
| | City of Concord | John Muir Community Health Improvement | U.S. DHHS, Health Resources and Services Administration |
| Alameda Health Consortium | Community Catalyst | Kaiser Permanente — Diablo Area | U.S. Health Resources and Services Administration (HRSA) |
| Alameda Health Consortium, via a grant from the California Primary Care Association (CPCA) | Community Health Center Network (CHCN) | Kaiser Permanente Northern CA Region — Napa Solano | UCSF |
| Aliados Health | Contra Costa Health Services | LifeLong Medical Care, Inc. | UCSF Benioff Children's Hospital Oakland (Family Care Network) |
| Aliados Health (grant originates with California Primary Care Association (CPCA)) | Department of Health and Human Services Health Resources and Services Administration | National Institute of Health (NIH) via Stanford University | Unidos US |
| All Children Thrive | DHHS, Health Resources & Services Administration (HRSA) | Partnership Health Plan of California | Unity Council |
| American Heart Association | Diablo Valley College (DVC) | Public Health Advocates | US Department of Health and Human Services, Health Resources and Services Administration |
| Americares | Essential Access Health | SAMHSA | Yoshi's Fundraiser |
| Bay Area Air Quality Management District | Health Resources and Services Administration (HRSA) | San Francisco Foundation | |
| | | Sierra Health Foundation Center | |
| | | Substance Abuse and Mental Health Services Administration | |

Meeting Our Patients Where They Are—Our Locations

ALAMEDA COUNTY

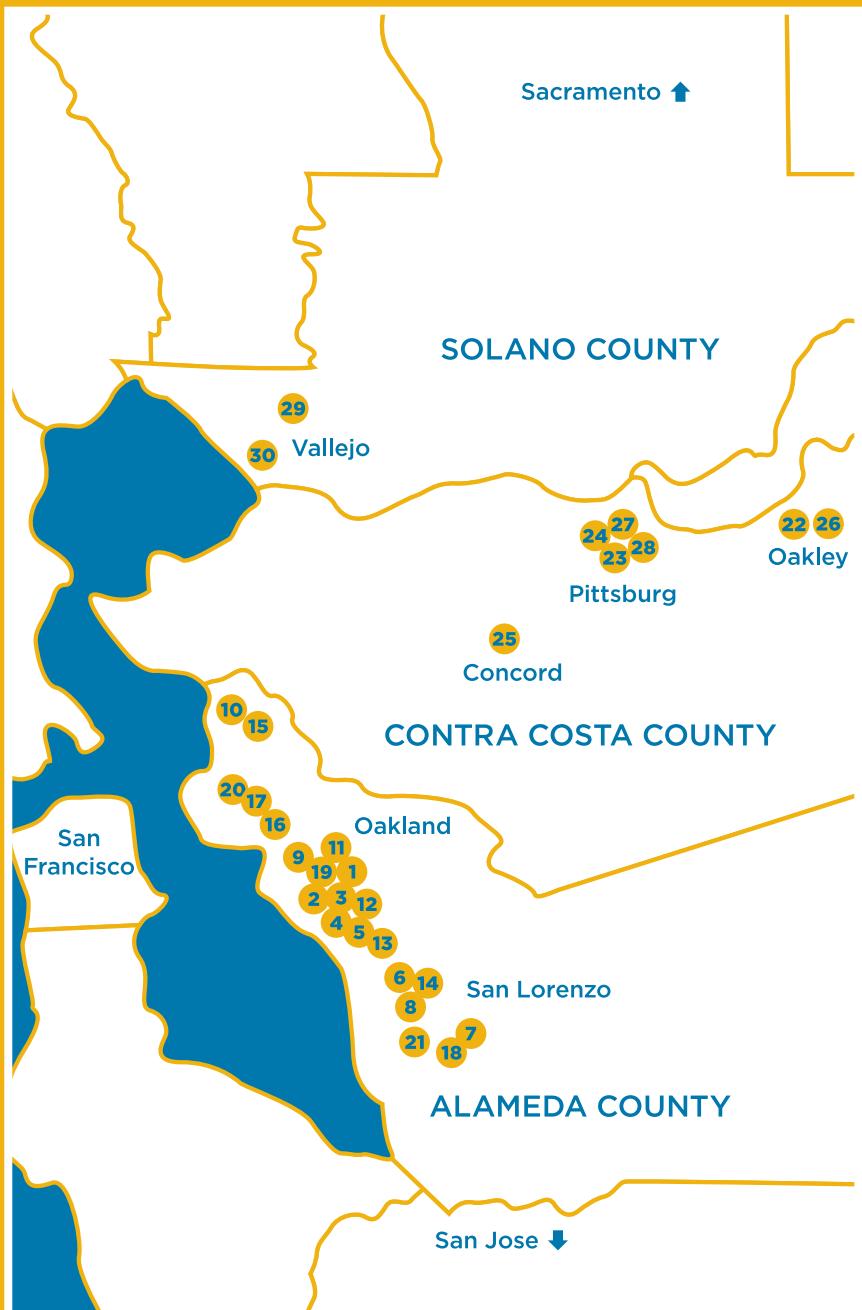
- 1 Casa CHE
- 2 Casa Del Sol
- 3 Clínica Alta Vista
- 4 Cultura y Bienestar
- 5 Family Optical
- 6 Fremont Wellness Center
- 7 Fuente Wellness Center
- 8 Havenscourt Health Center
- 9 Hawthorne Elementary School-Based Health Center
- 10 La Clínica Dental at Children's Hospital Oakland
- 11 La Clínica 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



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

Our Impact

93%

PATIENT SATISFACTION

35

NUMBER OF SITES

(ALAMEDA, CONTRA COSTA, AND SOLANO COUNTIES)

1,219

NUMBER OF LA CLÍNICA EMPLOYEES

82,735

NUMBER OF PATIENTS SERVED

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.

laclinica.org