



LA CLINICA DE LA RAZA, INC.  
ANNUAL REPORT 2009

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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### For more information please contact:

La Clínica de La Raza, Inc.  
Phone: (510) 535-4000  
Fax: (510) 535-4189  
[www.laclinica.org](http://www.laclinica.org)

### Mailing Address:

P.O. Box 22210  
Oakland, CA 94623-2210

### Administration Offices:

1450 Fruitvale Ave, 3rd Floor  
Oakland, CA 94601

### Cover artwork:

Details of La Clínica's mural  
by artist, Xochitl Guerrero.



## Message from the Chief Executive Officer

*Dear Friends and Supporters,*

**L**a Clínica is a leading community health center, rooted in the concepts of wellness, prevention and patient centered care. Year after year, we continue to fulfill our mission to provide culturally appropriate, high quality and accessible health care to those that need it most. In 2009, La Clínica provided health care services to over 61,000 patients, a 15 percent increase from 2008, at 25 clinical sites spread across Alameda, Contra Costa and Solano Counties.

Last year, we continued our commitment and investment in children's health. Our annual fundraiser hosted over 250 individuals who raised over \$83,000 for our Childhood Obesity Program. Thanks to the help of our many generous donors, we were able to expand obesity services across six sites and provide clinical management, behavior change counseling and participatory group education for families facing this problem.

Another important project includes our health fairs where we provide free medical screenings and educational information to community members. For example, at our Pittsburg Bi-national Health Fair we reached astounding numbers. While in previous years we reached between 600-800 individuals, this year a record high of over 1,400 community members attended.

We have experienced a similar surge in demand for medical services at our clinics. With the many budget cuts to vital health care services across the state, the increase in patients being seen at La Clínica is not surprising. In California, \$35 million dollars were slashed from community health centers. At La Clínica, we experienced a total of \$2.7 million in budget cuts to programs such as the Healthy Families Program, HIV, Immunizations and Medi-Cal including dental, optometry and podiatry.

While the elimination of Medi-Cal benefits will result in only a minor reduction in state outlays, it will cause a significant loss of \$134.5 million in federal matching funds. The cuts to preventive services have only



**Jane García, CEO**

exacerbated the state's problems with already over crowded emergency rooms. It is estimated that the elimination of adult dental care alone will result in nearly 17,000 additional emergency room charges of more than \$11 million dollars. Treatment at an emergency room is ten times more expensive than at a dental office.

We are seeing newly uninsured patients seeking health care services. While in the past we have almost exclusively seen patients who have never been able to afford private health insurance, we are now seeing many

people without health care coverage due to loss of employment. This new patient demographic in our clinics is a reminder of how deeply the recession has impacted all families within our communities.

We are finding new and innovative ways to serve thousands more patients each year in the East Bay. We have worked with our many partners, supporters and stakeholders to ensure our viability as we continue to create new access points and reach more low-income communities. In looking towards the future, we remain committed to protecting our health care system. La Clínica is the medical home for many of the Bay Area's uninsured and working poor. We are the safety net for thousands of adults, families and children who otherwise would not have access to affordable and quality health care. We are, and we will continue to be, champions of health care services to the poor and underserved.

In closing, we thank you—the many dedicated donors, volunteers and supporters, whose time, talents and financial support ensure our ability to fulfill our mission. We commit to sharing our progress as we deepen our impact and build strong families and strong communities.

Sincerely yours,

*Jane García*  
*Chief Executive Officer*

# Service Sites of La Clínica de La Raza





# 2009 La Clínica's Highlights



## Award:

La Clínica received the “Vanguard Award” from Get Screened Oakland for its exemplary work and efforts to screen Oakland residents for HIV and connect those who test positive to medical services.

## Active in the Community:

At our 2009 Pittsburg Bi-national Health Fair we screened double the patients from the previous year. We reached astounding numbers, a record high of over 1,400 community members who met with health care professionals to receive medical screenings including diabetes, cholesterol, blood pressure, BMI, bone density, osteoporosis, glucose, hearing and other screenings.



## La Clínica's Grassroots Advocacy in Action:



In 2009 La Clínica launched “One Voice for our Community,” a project that gives staff and community members the opportunity to advocate for national health care reform. La Clínica staff came together as one voice to advocate on behalf of our patients and to protect vital health care services and programs. La Clínica staff and community members rallied at the Sacramento State Capitol, local community events, and hosted a number of press conference events to address budget cuts impacting low-income residents and the uninsured.

## Completion and Grand Re-opening of the San Antonio Neighborhood Health Center Expansion Project:

The expansion has allowed us to double the number of exam rooms from 10 to 20 and provide care to 5,000 more patients annually.



## Expanding Primary Care Services in Solano County:

One year after opening La Clínica North Vallejo, the clinic sees approximately 750 clients per month—almost 10 times the number of patients compared to last year.

# 10x

# LA CLINICA DE LA RAZA, INC.

## Statement of Unrestricted Operations

Year Ended June 30, 2009

Fiscal Year 2009

### REVENUES AND OTHER SUPPORT

Grants & Contracts	\$20,804,656
Patient & Third Party Fees	37,096,043
Other Revenue	2,350,342
<b>Total Revenues and Support</b>	<b>\$60,251,041</b>

### EXPENDITURES

Program Services	\$49,932,701
Support Services	8,202,379
<b>Total Expenditures</b>	<b>\$58,135,080</b>

### CHANGES IN UNRESTRICTED NET ASSETS

**\$2,115,961**



## Fact Sheet

Calendar Year 2009

Patients Served	Patients*	Visits
Medical	47,642	182,939
Dental	22,573	68,661
Eye, Podiatry, Chiropractic	8,668	12,364
Mental Health	3,281	17,447
Health Education/Preventive Medicine	7,997	22,787
<b>Total Number of Patients and Visits</b>	<b>61,909</b>	<b>304,198</b>

\*Many patients access multiple services.

Percent of Total Patients Poverty Level		Percent of Total Patients by Age	
<100%	68%	0-12	35%
101-150%	21%	13-19	12%
151-200%	9%	20-64	49%
>200%	2%	65+	4%

### Percent of Total Patient by Ethnicity

African American	10%
Asian/Pacific Islander	7%
Latino	69%
White	14%

### Percent of Total Patients by Gender

Female	59%
Male	41%

### Health Care Providers in 2009\*

- 20 Family Physicians
- 14 Pediatricians
- 3 Obstetricians/Gynecologists
- 1 Psychiatrist
- 31 Nurse Practitioners & Physician Assistants
- 3 Nurse Midwives
- 37 Dentists
- 4 Optometrists

\*Does not include on-call staff

### Percent of Patients by Payor Source

Uninsured/Self Pay	43%
Medi-Cal	43%
Medicare	3%
Other Public Insurance	4%
Private Insurance	7%



# Strategic Plan

Fiscal Year 2009-10 Through Fiscal Year 2014-15

## VISION STATEMENT:

La Clínica is a premier community health center, rooted in the concepts of wellness, prevention and patient-centered care.

## GOAL 1:

**Provide evidence-based, patient-centered quality care that is supported by health information technology.**

**Strategy (a):** Institutionalize an effective infrastructure to ensure patient-centered, evidence-based best practices throughout the agency.

**Strategy (b):** Ensure reliable and timely processes and health outcome data to inform practice management decisions.

**Strategy (c):** Support staff performance through enhanced staff development and training that is ongoing and proactive, with training plans developed for prioritized job classifications.

## GOAL 2:

**Strengthen La Clínica's financial viability.**

**Strategy (a):** Maximize revenues and improve cost efficiency through technology and operations/clinical innovation in a manner that fosters an overall quality environment.

**Strategy (b):** Diversify sources of private and government funding.

**Strategy (c):** Participate in external initiatives and partnerships that positively impact La Clínica's financial outcomes.

## GOAL 3:

**Strengthen La Clínica's infrastructure (technology, facilities, systems).**

**Strategy (a):** Standardize policies and procedures that are based on patient-centered, evidence-based operational and quality outcomes, goal-centered expectations, and a shared understanding.

**Strategy (b):** Build the capacity of La Clínica's information technology and information systems to provide evidence-based, patient-centered quality care in a cost-effective manner.

**Strategy (c):** Provide a safe, functional, culturally sensitive, hygienic, and environmentally sustainable physical environment that supports the provision of evidence-based, patient-centered quality care meeting both current and future service demands.

## GOAL 4:

**Recruit, retain, and train a strong workforce that is reflective of the community and serves our patients with cultural humility.**

**Strategy (a):** Improve La Clínica's ability to recruit bilingual and bicultural staff that is reflective of the patient population through the development of strategic partnerships with academic institutions, other community clinics, and local and national organizations, and by becoming more accessible to volunteers, students, and residents, in order to increase La Clínica's visibility to the workforce pipeline.

**Strategy (b):** Facilitate retention through offering high quality ongoing professional development, reasonable compensation, incentive programs, employee recognition and benefit activities, and programs that foster unity around the agency's mission.

**Strategy (c):** Ensure that trainings are accessible, relevant to organizational priorities, reflect staff needs and designed with the input of staff managers, emphasize on-site reinforcement of training, and expand training offerings.

## GOAL 5:

**Increase the community's access to preventive, primary and specialty care by forging strong community and academic partnerships.**

**Strategy (a):** Explore and implement new methods to improve access to services for new and ongoing patients.

**Strategy (b):** Recruit and retain specialty providers to provide on-site and off-site services.

**Strategy (c):** Strengthen linkages between community health education and clinical services to foster a continuum of quality improvement that fully integrates community and clinical initiatives that promote the community's wellness and access to preventive, primary, and specialty care.

## GOAL 6:

**Strategically expand into new geographic and service markets to increase the community's access to evidence-based, patient-centered quality care.**

**Strategy (a):** Adopt guidelines for assessing new opportunities to determine whether the opportunity is aligned with La Clínica's mission and strategic direction, provides an acceptable business and social return on investment, and can be sustained at the same or higher level of quality standard as La Clínica's existing services.

**Strategy (b):** Consider expansion opportunities with the established selection guidelines.

**Strategy (c):** Implement approved expansion projects, incorporating the quality standard of La Clínica's existing services.

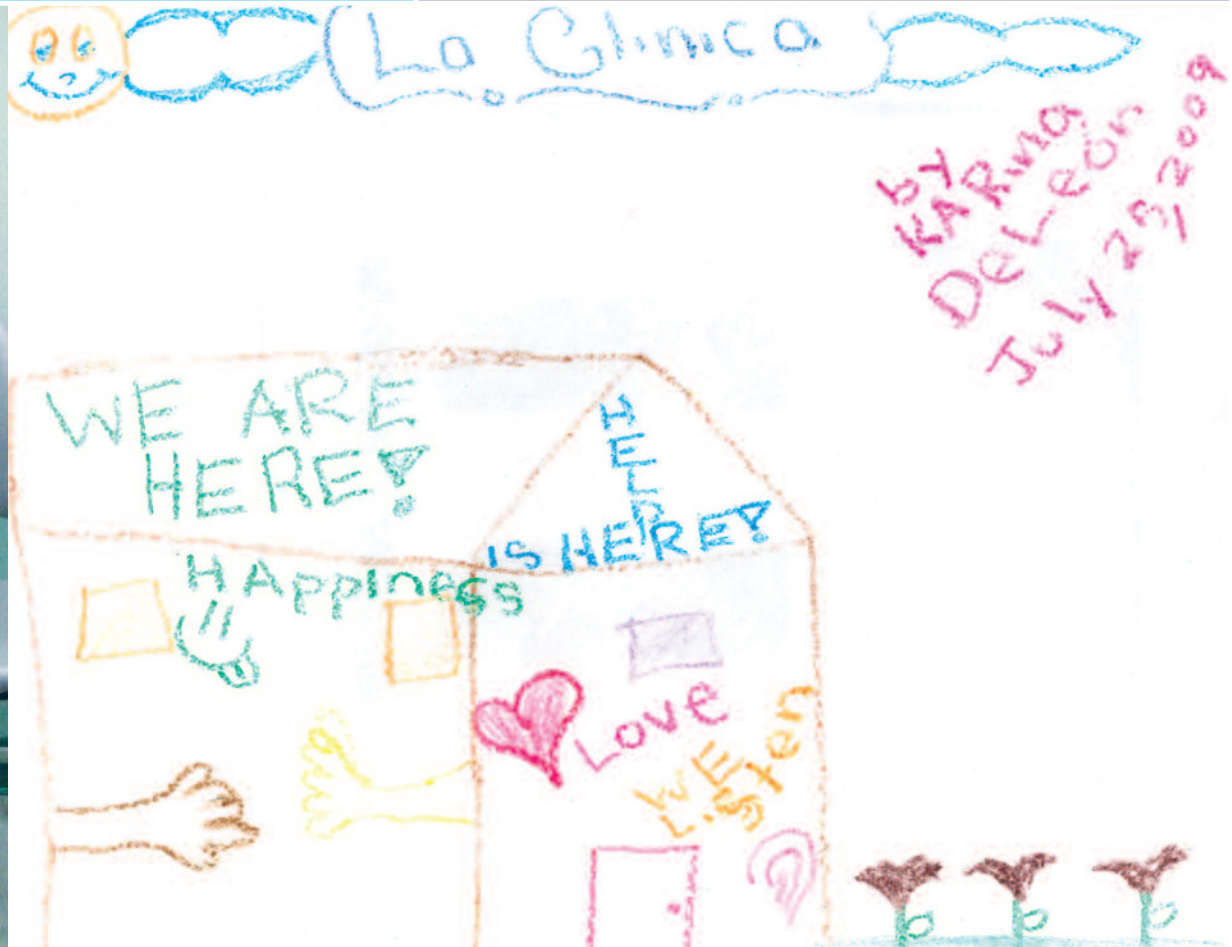
# About Us

Since its beginnings as a single storefront operation in Oakland in 1971, La Clínica has grown into a sophisticated provider of primary health care and other services, with 25 sites spread across Alameda, Contra Costa and Solano Counties. La Clínica delivers health care services in a culturally and linguistically appropriate manner to most effectively address the needs of the diverse populations we serve. Today, La Clínica delivers an array of services including: medical, dental, optical, women's health, prenatal and postnatal care, preventive medicine, health and nutrition education, adolescent services, mental health, behavioral health services, case management, referral services, pharmacy, radiology and laboratory services. With over thirty-eight years of experience serving the community, La Clínica is one of the largest community-based clinics in the state of California.



**“I love my job  
and the people we serve  
are my inspiration.”**

*Suzy Menjivar, Family Medicine Manager*







**“As President Obama and Congress move toward reforming the country’s health care system, community health centers like La Clínica have a vital role to play. I believe we will be part of the solution—in reducing the explosion of health care costs, preventing illness, and caring for the health of Americans, bridging science, compassion and partnership to achieve these goals.”**

*Dr. Patricia Zayas, Medical Director*



**“La Clínica has helped me improve the way I eat and ultimately change the way I live in order to live a longer and healthier life.”**

*Rosa Sanchez, Patient*





Since 1971, La Clínica has provided primary health care to tens of thousands of people at 25 sites in Alameda, Contra Costa and Solano Counties. Over the years our health care services have increased while adapting to the changing needs of our patients. New programs and services are continually added with the commitment that we provide the highest quality of health care to our patients in a linguistically and culturally appropriate manner. This includes expanding programs such as our Childhood Obesity Program. In 2009, La Clínica was able to raise over \$83,000 for this project through our annual fundraising event.

To help ensure that we continue providing these types of quality health care services to low income people and to engage the greater community in our mission, La Clínica launched the Health Care Without Borders annual fund campaign in 2004. The Health Care Without Borders campaign links the mission and goals of La Clínica to the community and supports accessible health care to the community's most vulnerable population.

## ANNUAL GIVING 2009



Through the Health Care Without Borders campaign, La Clínica draws on individuals, corporations and foundations to create a framework that helps meet the needs of our growing organization, serving more uninsured and underserved people every year. In 2009, our donors raised \$536,000, exceeding our fundraising goals for the fifth year in a row. These funds supported our programs and services as well as critical needs at our clinics. We received generous support for our 12th Annual Fruitvale Health Fair as well as for our 5th Annual Pittsburg Health Fair, both of which offered us the opportunity to provide important health

screenings and health education for residents of the East Bay. Other fundraising activities contributed to a variety of services including our Children with Asthma Program, our optical programs, our dental programs, and many others.

We thank the following individuals, corporations, organizations and foundations for their generous support during 2009:





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**“During times of great need, we have seen immense support from our sponsors and friends. Thanks to your generous support and partnership, we are able to continue to serve the community.”**

*Jane García, CEO*

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**“I donate because of the vital role  
La Clínica plays in providing quality  
services to those in need.”**

*Anonymous Donor*



**COMMUNITY INVESTMENT  
LA CLINICA DE LA RAZA PROGRAM SUPPORT**

We are grateful for the generous support received by the Government, Foundation and Corporate community for funding important La Clínica de La Raza programs and services in 2009.

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Arthritis Foundation  
Bay Area Community Resources  
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During 2009, gifts were made in honor of:

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Mr. & Mrs. Martin Rodriguez  
Ed Rothman  
Mark Sanchez  
Thomas Sanchez  
Dr. J Mauricio Sanchez  
Carla Shick's Birthday  
Mary Shih

**MEMORIAL GIFTS**

During 2009, gifts were made in memory of:

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Julie Chouinard Grundstrom  
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Mother of Lupe Elizondo  
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My friends who died of the  
HIV disease  
My husband José Pérez &  
My mother Jan Praver  
Annabelle Ritschel-Ashton  
Sonia Rubalcava  
Mary Shelton-Q  
Robert Shih  
Mi Ama, Chavela Gallegos  
Talking-Byrd  
Frank Vega







## Guiding Principles of La Clínica de La Raza

1. Commitment to provide affordable, quality health services in a manner that is culturally and linguistically accessible to the community.
2. Commitment to serve patients with the ability to pay and to subsidize those patients who cannot pay.
3. Commitment to recognize the total health needs of our patient population by considering its psychological, social, economic, and physical needs.
4. Commitment to advocate for the short-term and long-term health care needs of our patients, as well as to advocate for a more humane and effective health care system.
5. Commitment to respond to new market opportunities and service needs that are prompted by new technology, an evolving health care industry, the changing political environment, and the social, health, and economic demographics of the communities we serve.

**"It is very rewarding to help the little children  
and see them grow over the years"**

*Edward Risgalla, M.D., Pediatrician*



La Clínica de La Raza, Inc. P.O. Box 22210 • Oakland, CA 94623-2210

Phone: 510-535-4000 • Fax: 510-535-4189

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