

MERCED FAMILY HEALTH CENTERS, INC.



OUR LIFE CYCLES



AN OPEN DOOR TO QUALITY HEALTH CARE

## A MESSAGE FROM THE PRESIDENT

- Michael O. Sullivan  
Executive Director
- Flora Martinez  
Board President
- John C. Aleman, M.D.  
Medical Director



1991 was a year devoted to improved performance through teamwork, community collaboration, public education about our services, and facilities expansion to meet community health needs. We continued to refine our quality assurance system and to plan for our future.

Staff members improved our internal management by emphasizing teamwork and communication. Meetings were restructured to ensure open dialogue and allow for staff awareness and input.

Relationships with other health entities and agencies such as residency programs, health departments, private physicians, foundations, and cities continued to improve. Examples include the financing of our new dental facility from a block grant by the City of Merced; a personal contract for services with Dr. Peter Brill of Dos Palos to provide medical oversight to our physician assistant; and a grant from the Sierra Foundation to renovate our clinic in West Modesto.

Board and staff members continued to "spread the word" about clinic services to the public. Newspaper articles and editorials, radio and TV broadcasts, speeches to community groups like the Chamber of

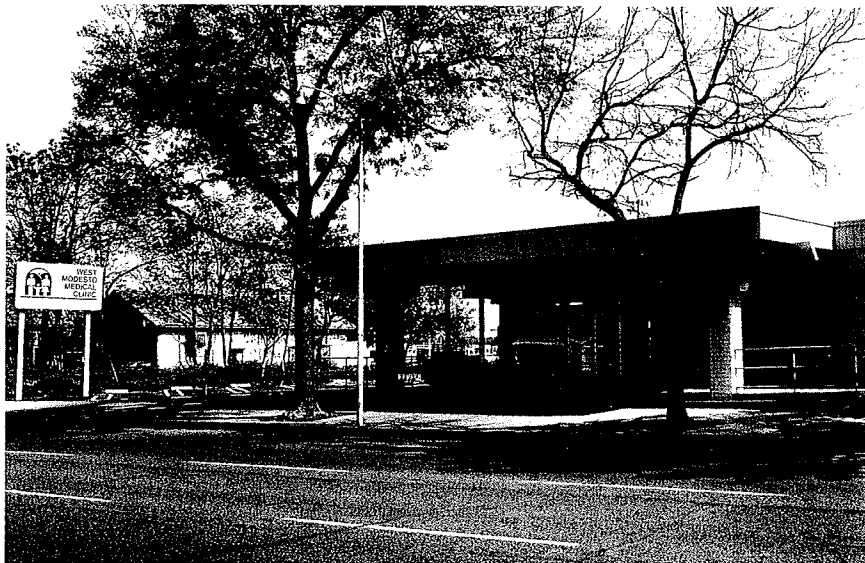
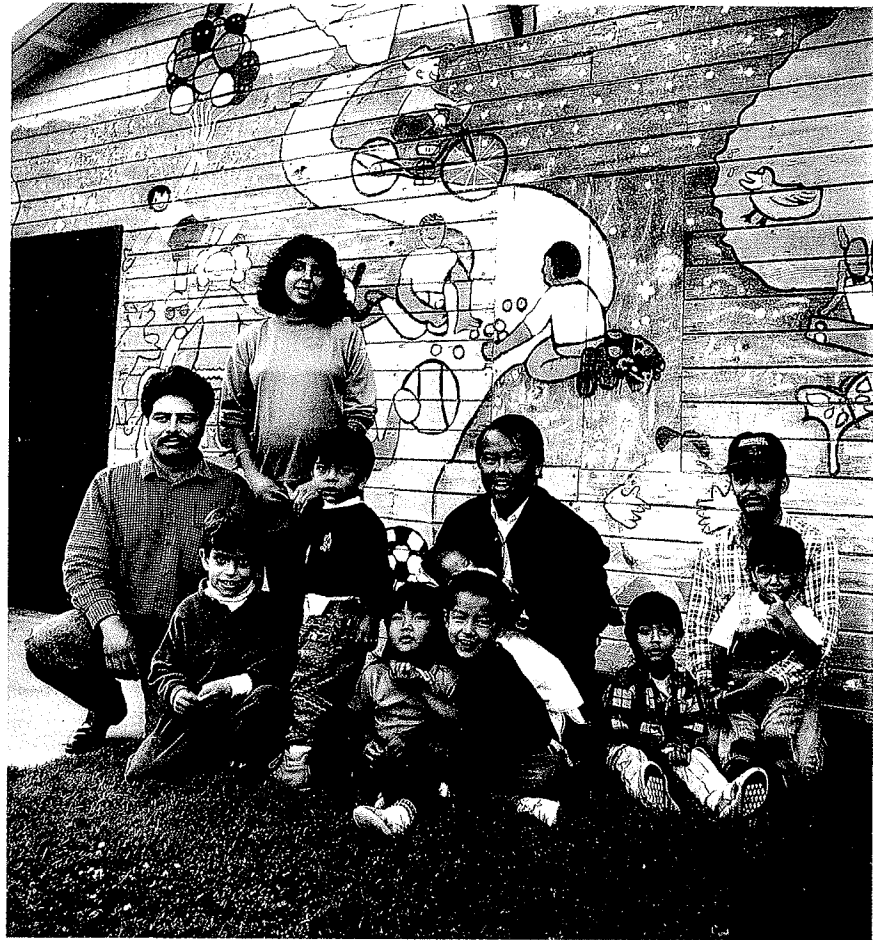
Commerce, Kiwanis, and Spanish-speaking caregivers, participation in several local health committees, and health fairs all enhanced public understanding of our community health center.

We have proudly completed construction of three new facilities: a Women's Health Center and Women's Imaging Center in Merced; and new exam rooms, pharmacy, and dental suites at our West Modesto clinic site.

Our quality assurance program examined all aspects of the organization which affect the quality of patient care, from patient satisfaction and cost of services to staff performance. Clearly defined standards of performance and systematic review by non-management staff members were critical to the program's effectiveness.

Lastly, the Board initiated a long term planning process to consolidate and enhance our ability to serve the medically disadvantaged in the years to come, and to establish our future vision by strategically analyzing new service programs, facility needs, corporate structure, and management and finance.

The mission of Merced Family Health Centers, Inc. is to provide quality primary health care services to people in the communities we serve regardless of language, financial, or cultural barriers.

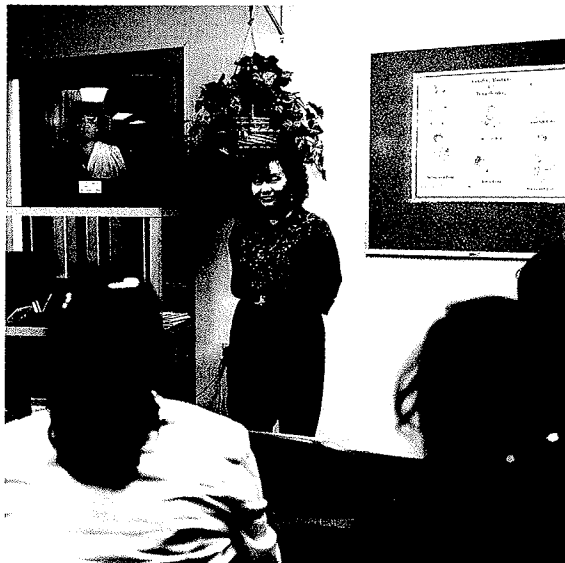


▲ Many of the men waiting for their wives enjoy the playground with their children.

◀ West Modesto Medical Clinic's new facility, with additional exam rooms, pharmacy, and dental suites.

► The demand for comprehensive perinatal care continues to grow. After her check-up, a patient receives nutritional counseling from Case Manager, Sonia Majano.

▼ MFHC serves an ethnically diverse group of women. Seven percent of these women are Southeast Asian, primarily Hmong refugees from Laos.



In 1991, approximately 1,070 women received comprehensive perinatal care services at MFHC clinic sites, a growth of approximately 10% from 1990. The number of women requesting prenatal services far exceeded our available resources in Merced and Stanislaus counties. The patients served through MFHC are representative of the overall clinic population and the community most in need of



◀ Elia Alamillo and her 7 lb. baby boy, Leonard, are happy and healthy after the delivery by Dr. Pierre Scales at Merced Community Medical Center.

Elia and her baby are one of 1,070, who received perinatal care at MFHC clinics. Staff physicians delivered 400 babies in 1991.

comprehensive perinatal services. The severity of the need for such services is illustrated by the following statistics: MFHC serves an ethnically diverse population of which 71% is Hispanic, 3% is Black and 7% is Southeast Asian. 80% are monolingual Spanish and 90% of the Southeast Asian women speak a Laotian dialect as their primary language. 87% of the women served have a family income falling under 200% of the federal poverty guideline. 23% of the women served are

teenagers. (Merced County had the third highest number of teen pregnancies among all California counties.) 23% of the women served have given birth to four or more children. (Merced County ranked highest in the State in 1989 for the percentage of women with six or more live births.)

► Because approximately one third of MFHC's patients are under the age of nine, pediatric health care receives special emphasis.



Pediatric health care remained a major focus of the organization in 1991. Approximately 35% of the patients cared for by MFHC were under the age of 9 years. The large proportion of children served reflects the high birth rates and large relative percentage of children in Merced and Stanislaus counties.

In 1991, MFHC identified three major problem areas facing low income children in Merced and Stanislaus counties and established organizational objectives to address those issues.

The first major problem identified was the large number of low-income preschool children

inadequately immunized against preventable and potentially serious diseases such as measles, hepatitis B, and meningitis. In 1991, MFHC developed more efficient systems for tracking preschool children who come to the clinics to ensure they receive all necessary immunizations. The organization achieved its 1991 objective of completely immunizing at least 80% of all pediatric patients between the ages of 18 and 24 months (88% were fully immunized).

The second major problem identified was the significant and rising number of low-income children with psychological, emotional, and/or

learning disorders. Many of these disorders reflect dysfunctional family relationships, inadequate parenting skills, or undetected physical impairments. In 1991, MFHC fully implemented revised examination protocols to guide clinicians in their screening for developmental disorders and to expand the amount of guidance given on parenting issues.

The third major problem identified was the large number of low-income children with dental caries and limited access to dental care. Virtually none of the dentists in Merced and Stanislaus counties will accept Dental-Cal insurance for payment, leaving most children without access to basic dental care. Community water fluoridation is the single most effective and efficient means of preventing dental caries in children and adults.

However, in Merced county only two municipalities fluoridate their water. In 1991, the medical staff set an objective to provide guidance on bottle tooth decay and preventative fluoride supplementation to at least 90% of all children for whom those measures were indicated. In 1991 MFHC was fortunate to hire three new highly motivated dentists to provide dental services. Drs. Cheng, Ardjmand and Kanon, together with Dental Director, Ernesto Mireles DDS and Ray Rodriquez DDS comprise the MFHC dental staff. At the end of 1991, new dental facilities were under construction or in the planning for the Merced, Modesto, and Patterson clinic sites.



◀ In 1991, the West Modesto Medical Clinic's Homeless Health Care Team served over 1,000 homeless clients, a large number of them children.



The primary health care focus for adolescents was assisting them in making health choices and avoiding behaviors which may result in chronic disease, unplanned pregnancy, or even death.

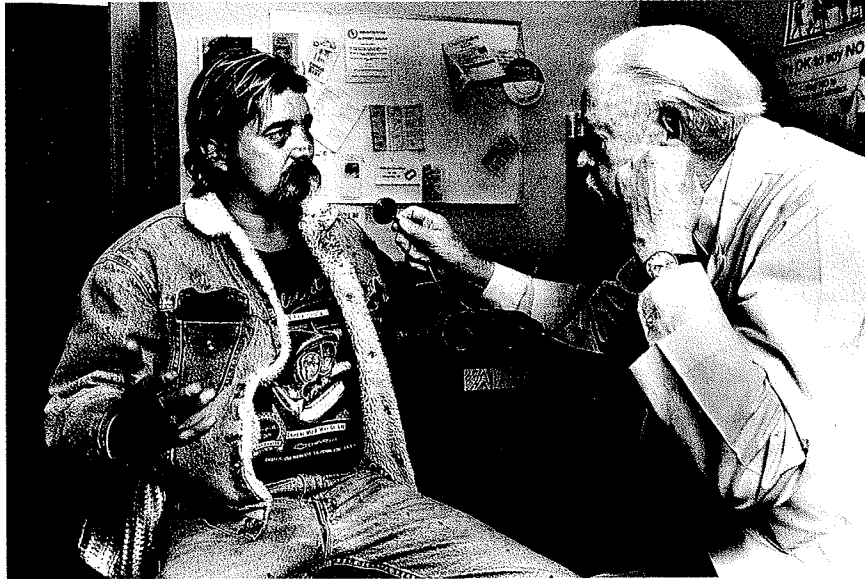
In 1991 MFHC set an objective of ensuring that at least 80% of adolescents who receive ongoing care at the clinics are screened for the use of alcohol, tobacco, and other abused substances. Another goal was to ensure that at least 90% of adolescents seeking a contraceptive method receive counseling on the risks and prevention of sexually transmitted diseases, including HIV and AIDS.

Adolescents account for only 8% of all patients served by the MFHC clinics. Because adolescents are relatively infrequent users of general health services they are difficult to reach through the clinics themselves. For that reason, much time and energy was expended in 1991 by June Taylor, Health Education Director, and her community education outreach staff to provide teaching opportunities in the community schools, farm labor camps, and health fairs on the risks of tobacco use and teenage sexual activity.

► Adolescent health counseling is another MFHC objective. Because adolescents are infrequent users of services, MFHC has established a community outreach program.







◀ A homeless man gets treated at the Salvation Army in Modesto by Dr. Cole.

▼ Dr. Long Thao (below), is the first Hmong Doctor educated in the U.S. He came to MFHC in 1991 and has helped address Hmong refugee health issues.

**A**dults between the ages of 20 and 64 years of age account for roughly one-half of all of the 28,000 patients using MFHC clinics. Approximately 70% of adult MFHC patients are Spanish-speaking and are from migrant or seasonal farmworker families. The majority of the 2,000 Southeast Asian patients are Laotian refugees. A significant number of these refugee adults have special health care requirements because they suffer from debilitating depression and post-traumatic and cultural shock syndrome.

Most MFHC patients have family incomes falling under 200% of the federal poverty guideline. Approximately 45% have no health



insurance. These demographics are important to consider when determining what health problems deserve the highest priority in the community being served by MFHC.

In 1991, MFHC focused on four main health problems among the low-income adults cared for

► Dr. Edwin Cheng is one of five MFHC dentists serving the oral health needs of 4,152 underserved patients in 1991.



by the organization. These problems were coronary artery disease, diabetes, depression and occupational related injuries. Among the low-income Hispanics served by MFHC, heart disease is especially serious because of the higher prevalence of risk factors such as obesity and diabetes in this population. The problem is compounded by limited access to preventative education and health services. High blood pressure and diabetes are often found to be undiagnosed or inadequately treated.

In 1991, MFHC established an objective to provide assessments of all cardiovascular risk factors in at least 80% of all ongoing adult patients. Another objective was establishing to screening for

job-related exposure to pesticides and other occupational hazards among at least 80% of adult migrant and seasonal farmworkers.

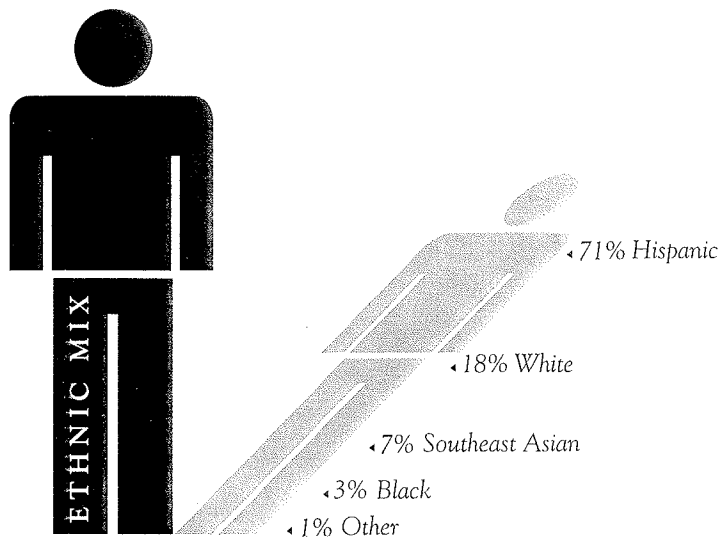
During 1991, MFHC clinicians initiated a series of community mental health care provider forums to explore possible solutions to the serious emotional disorders found in the Laotian refugee community. The ability of the organization to address Laotian refugee health issues was greatly enhanced in 1991 by the addition of Long Thao M.D. and Bounlath Souksavong P.A. to the medical staff. Both are Laotian born and are intimately familiar with the culture.

► MFHC services to Senior citizens community include cancer screening, immunization programs and counseling.



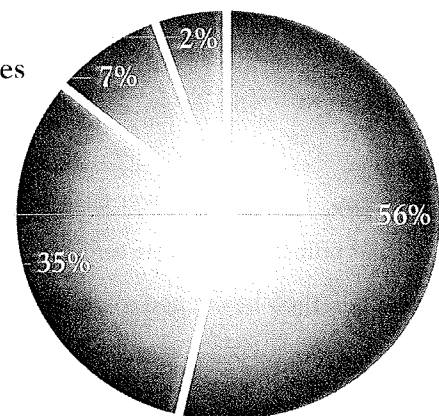
People over the age of 65 need regular primary health care services to help them maintain their health and to prevent disabling and life-threatening diseases and conditions. Some measures of a healthy lifestyle include one's ability to perform the activities of daily living, maintaining regular physical activity, and being part of a social support network. MFHC has a key role in assisting older adults achieve these basic elements of a healthy lifestyle. In addition, MFHC seeks to provide necessary preventative services including cancer screening, immunization against pneumonia and influenza, counseling to promote healthy behaviors, and therapies to help manage chronic conditions such as arthritis, osteoporosis, and incontinence.

In 1991, MFHC focused special attention on the risk of pneumonia and influenza in this age group. It was recognized that pneumococcal pneumonia is three times more prevalent among those over 65 as compared to those younger. During the six flu epidemics from 1972 to 1982, the death rate was 34 to 104 times higher for Seniors. A nationwide estimate revealed that only 10% of older adults receive pneumococcal vaccine and 20% receive influenza vaccine. In 1991, MFHC made a special effort to document the vaccination status of all older adults and to provide reminders to patients to obtain flu shots in the fall.



Homeless  
Southeast Asian Refugees

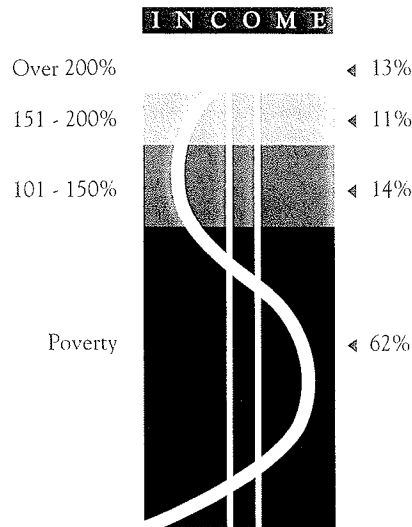
Farmworkers  
Other



## SPECIAL POPULATIONS

Location	Operating Costs	Visits
Merced	\$3,762,059	42,669
Planada	403,143	13,372
Los Banos	718,537	10,897
Dos Palos	226,237	8,297
Modesto	556,081	12,776
Patterson	354,773	9,388
<b>TOTAL</b>	<b>\$6,020,830</b>	<b>97,399</b>

## BOARD OF DIRECTORS — 1991-92



### CONSUMER MEMBERS

Flora Martinez, *President*  
Planada

Besty D. Batey, R.N.  
Dos Palos

Joe Lozano, *Treasurer*  
Merced

Estanislao Guerrero  
Modesto

Alicia Dicochea  
Los Banos

Maria Ortiz  
Patterson

Epifanio Buelna  
Merced

### PUBLIC MEMBERS

John Price, *Vice-President*  
General Contractor / Dairy Farmer

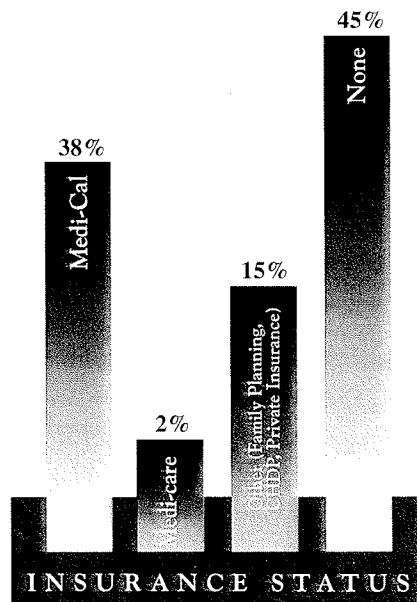
Cora Gonzales, L.V.N.  
Livingston Medical Group

Ernestine Woods, R.N., *Secretary*  
School Nurse

Grover Omyer  
Merced County Human Services Agency

Timothy Johnston, M.D.  
Residency Program Faculty

Michael Ford, M.P.H.  
Merced County Health Department



### MANAGEMENT TEAM

Michael O. Sullivan, M.S.  
*Executive Director*

Carolyn Pickett, R.N.  
*Quality Control/Staff Development Coordinator*

John C. Aleman, M.D.  
*Medical Director*

Christine Noguera, M.S.  
*Women's Health Services Manager*

Ernesto Mireles, D.D.S.  
*Dental Director*

Barbara Howe, R.D.  
*WIC Services Director*

Claudia Rusnak, MBA  
*Financial Director*

Theresa Rodriguez  
*Data Systems Manager*

## ■ MERCED FAMILY HEALTH CENTERS, INC. PROVIDERS ■

John Aleman, M.D.  
*Childs Avenue Clinic*  
 U.C., San Francisco, 1978  
 Diplomate, American Board of  
 Family Practice

Homayoun Ardjmand, D.D.S.  
*Family Health Center Nueva*  
*Esperanza*  
 University of Iowa College of  
 Dentistry, 1991  
 General Dentistry

Jeff Armstrong, PA-C  
*Dos Palos Health Center*  
 University of Oklahoma PA  
 Program, 1986  
 Certified Family Physician  
 Assistant

Cynthia Butler, M.D.  
*Childs Avenue Clinic*  
 Loyola Stritch School of  
 Medicine, 1984  
 Diplomate, American Board of  
 Internal Medicine  
 Diplomate, American Board of  
 Pediatrics

Burnett Cole, M.D.  
*West Modesto Medical Clinic*  
 St. Louis University, 1950  
 General Practice

Alice Cuccuini, PA-C  
*Patterson Medical Clinic*  
 FNP/PA Program, U.C. Davis  
 Medical School, 1990  
 Certified Family Physician  
 Assistant

Edwin Cheng, D.D.S.  
*Childs Avenue Clinic*  
 Northwestern University Dental  
 School, 1991  
 General Dentistry

Mark Davis, M.D.  
*West Modesto Medical Clinic*  
 University of Vermont College of  
 Medicine, 1988  
 Diplomate, American Board of  
 Family Practice

Crystal Dos Santos, PA-C  
*Family Health Center Nueva*  
*Esperanza*  
 Stanford Primary Care Association  
 Program, 1990  
 Certified Family Physician  
 Assistant

Jay French, PA-C  
*Childs Avenue Clinic*  
 FNP/PA Program, U.C. Davis  
 Medical School, 1989  
 Certified Family Physician  
 Assistant

Hilda Kanon, D.D.S.  
*Patterson Medical Clinic*  
 UCLA Dental School, 1990  
 General Dentistry

Elisa Kong, PA-C  
*West Modesto Medical Clinic*  
 FNP/PA Program, U.C. Davis  
 Medical School, 1990  
 Certified Family Physician  
 Assistant

Jerry Lewis, PA-C  
*Planada Family Health Center*  
 Stanford Primary Care Association  
 Program, 1983  
 Certified Family Physician  
 Assistant

Miguel Lizarraga, M.D.  
*Planada Family Health Center*  
 University of Texas at San  
 Antonio Medical School, 1988  
 Diplomate, American Board of  
 Family Practice

E. Jeannette Lopez, M.D.  
*Childs Avenue Clinic*  
 University of Minnesota, 1986  
 Diplomate, American Board of  
 Family Practice

Ramona Minnis, M.D.  
*Family Health Center Nueva*  
*Esperanza*  
 Howard University of Medicine,  
 Washington D.C., 1982  
 General Practice

Ernesto Mireles, D.D.S.  
*Childs Avenue Clinic*  
 UCSF School of Dentistry, 1987  
 General Dentistry

Ray Rodriguez, D.D.S.  
*Family Health Center Nueva*  
*Esperanza*  
 U.C., San Francisco School of  
 Dentistry, 1988  
 General Dentistry

Salvador Sandoval, M.D.  
*Childs Avenue Clinic*  
 University of California,  
 San Diego, 1975  
 Diplomate, American Board of  
 Family Practice

Pierre Scales, OB/GYN  
*Women's Health Center*  
 Loma Linda University School of  
 Medicine, 1984  
 Junior Fellow, American College  
 of Obstetrics and Gynecology

Bounlath Souksavong, PA-C  
*Childs Avenue Clinic*  
 FNP/PA Program, U.C. Davis  
 Medical School, 1991  
 Certified Family Physician  
 Assistant

David Simenson, M.D.  
*Childs Avenue Clinic*  
 Tulane University School of  
 Medicine, 1981  
 Diplomate, American Board of  
 Family Practice

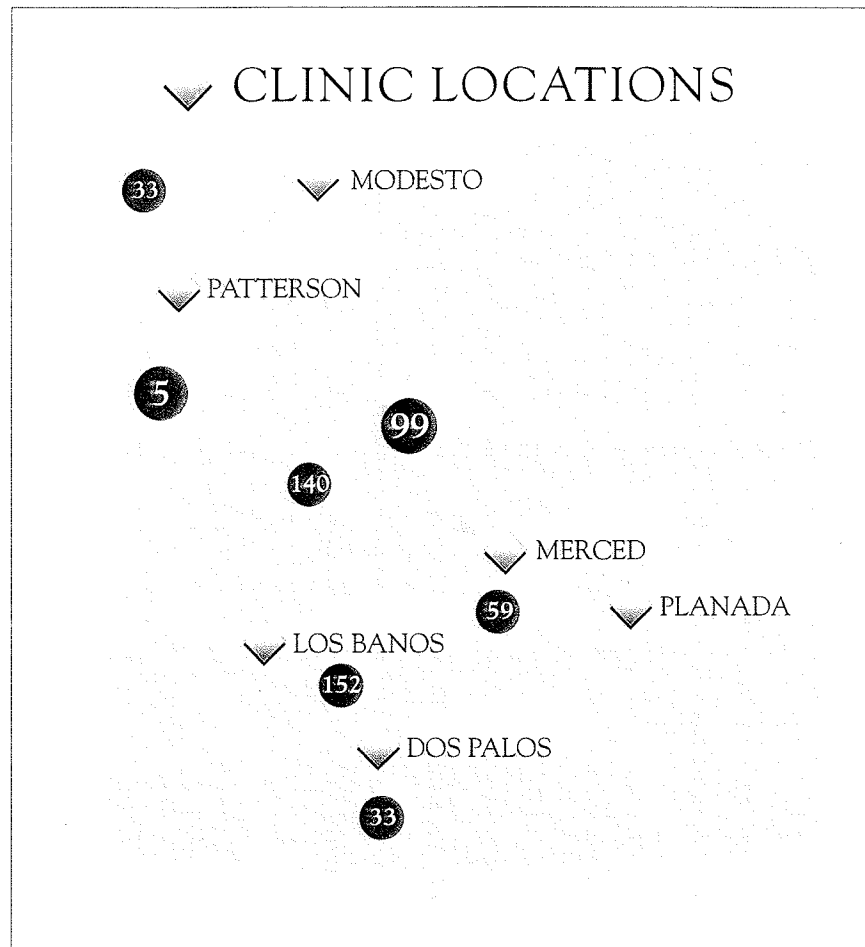
Kimberly Snyder-Estes, RPh  
*Childs Avenue Clinic*  
 University of Toledo, 1982  
 Community Pharmacy

Long Thao, M.D.  
*West Modesto Medical Clinic*  
 Southern Illinois University, 1988  
 Diplomate, American Board of  
 Family Practice

Bettie Vierra, CNM  
*Women's Health Center*  
 Malcolm Grow Medical Center,  
 1973  
 American College of Nurse  
 Midwives

Brian Vierra, OB/GYN  
*Women's Health Center*  
 Loyola Stritch School of Medicine,  
 1987  
 Junior Fellow, American College  
 of Obstetrics and Gynecology





■ CLINIC SITES ■

**CHILDS AVENUE CLINIC**  
727 West Childs Ave.  
Merced, CA 95341  
(209) 383-1848

**PATTERSON MEDICAL CLINIC**  
44 N. Third Street  
Patterson, CA 95354  
(209) 892-8441

**PLANADA FAMILY HEALTH CENTER**  
9235 West Broadway  
Planada, CA 95365  
(209) 382-0253

**WEST MODESTO MEDICAL CLINIC**  
1114 Sixth Street  
Modesto, CA 95354  
(209) 576-2845

**WOMEN'S HEALTH CENTER**  
787 West Childs Ave.  
Merced, CA 95341  
(209) 383-1848

**WIC ADMINISTRATION**  
767 West Childs Ave.  
Merced, CA 95341  
(209) 383-7454

**FAMILY HEALTH CENTER  
NUEVA ESPERANZA**  
821 Texas Ave.  
Los Banos, CA 93635  
(209) 826-1045

**DOS PALOS HEALTH CENTER**  
2765 Blossom  
Dos Palos, CA 93635  
(209) 392-2111



■ ABOUT THE COVER ■

*Farmworker families account for about 56% of MFHC's patients. Most have limited access to health care services and lack health insurance.*

*To the doctors and staff of MFHC, these are more than just statistics, these are people. People, like us all, who have health care needs. People like the Ramirez family.*



**MERCED FAMILY HEALTH CENTERS, INC.**

727 West Childs Ave. • P.O. Box 858

Merced, CA 95341

(209) 383-1848

