

# Rising to the Challenge:

Investing in Our Future | *La Clínica in 2014*

“Alone we can  
do so little;  
together we can  
do so much.”

—Helen Keller



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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La Clínica's mural by artist Xochitl Guerrero

We want to thank all of our staff, patients and community partners who participated in our photo shoots.

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Dear Friend of La Clínica,  
*2014 was a landmark year!*

Our Board of Directors, staff, and volunteers are honored to present our 2014 Annual Report to our Community celebrating our many successes while acknowledging the challenges and work that remain ahead.

In 2014, we remained steadfastly focused on our mission of *improving the quality of life of the diverse communities we serve by providing culturally appropriate, high quality, and accessible health care for all.*

We also began the implementation of one of the most significant changes to health care in the past 50 years — the Affordable Care Act (ACA). Notwithstanding the challenges of implementation, the ACA has provided new opportunities for our patients and community members to enroll in health insurance options not previously available — and that's great news!

**The ACA has also brought on many new changes.**

Change tests resilience. In the face of significant challenges, the La Clínica family demonstrated that as individuals, as an organization, and as a community, we are capable of incredible resiliency and the type of adaptive leadership needed to ensure sustainability in an ever fast changing world.

**And our work is not done.**

While removing the barrier of having no insurance is important, it doesn't mean that everyone has access to care. There are many reasons people do not seek out the care they need. Sometimes, it's the cost of transportation. Sometimes, it's a lack of

understanding of the importance of preventive care. Sometimes, it's cultural or language barriers or a complexity of health and social issues or not having any where to go. Sometimes, it's not being eligible for coverage because of immigration status. At La Clínica, we continue to champion those without access to coverage under ACA, while at the same time, we advocate for a healthcare environment in which, one day, everyone will have access to the best health care available regardless of ability to pay or personal circumstance.

That's why in 2014, we strengthened our infrastructure and enhanced our staff capacity to better engage our patients in improving their health outcomes. We created new partnerships to streamline care coordination between our clinics and outside health care institutions; especially for those patients with complex medical needs and enhanced our staff capacity to engage patients with cultural understanding. We also promoted connection to a regular source of health care — a health care home — so that health issues are identified and treated early. We continued to educate patients and the community about new insurance eligibility and application processes, as each day, empathetic health workers at our 26 sites tirelessly worked to help hundreds of families and residents navigate the new Health Insurance Marketplace.

*continued*

## Looking ahead to 2015

We look ahead to 2015 with strength and determination.

In 2015, we will provide the leadership needed in this new and dynamic health care environment. We will steward our growth and development strategically. We will focus on enhancing efficiencies in our existing systems and we will foster high standards of care by promoting data-driven, evidence-based approaches. We will strengthen our program and staff cohesion through our interdisciplinary team approach and we will continue to look for ways to expand our capacity to meet the demand in the community. We will anticipate the changing needs of our patients and we will serve them more effectively through the strategic use of resources and partnerships.

The voices of those who have overcome adversity speak to us loudly and clearly about their strengths as well as their vulnerabilities. We know that investing in the resiliency of our people, our organization and our community is an investment in our future. This is a continuous process of learning, adapting and improving. It is a process of being able to bounce back quickly when faced with difficulties and of being able to adapt effectively to changing circumstances. At La Clínica, we believe in human connectedness; in linking people to resources, interests, and ultimately to life itself. Our continued growth and success would not be possible without the ongoing support of all of you who make all of our work possible. We are honored that you have joined us in our effort to increase access to evidence-based, patient-centered quality care for all. Together, we will achieve our goals.

**¡Si se puede!**



Jane García, La Clínica CEO



With the passage of the Affordable Care Act (ACA), the US took a momentous step towards reforming the nation's healthcare system and providing access to care for many patients who were previously uninsured.

That's impactful change.

But there's also a perception that all patients now have coverage and everything has been solved.

**This is simply not true.**

Now, more than ever, health centers play an important and vital role anchoring the safety net in many communities. ACA roll-out has meant many new challenges. Limited resources, increased demand, a current and growing shortage of personnel, and logistical considerations related to an expanding health care delivery system, have tested our resilience and our ability to adapt.

**But we rose to the challenge.**

In 2014, La Clínica staff put on a valiant effort to meet the new demand. We enrolled and insured thousands of new patients under Covered California. We also identified patients newly eligible for Medi-Cal under revised rules that open the benefit to all adults with incomes less than 138 percent of the federal poverty line. We even uncovered a hidden group: those who could have had Medi-Cal all along, but did not know it. In fact, since last year, Medi-Cal has added almost three million new patients to its rolls.

Faced with new regulations and new changes, we found new ways of functioning that could better and more efficiently meet the pent-up demand for care in the community. Systems had to shift. People had to shift. Organizations had to shift. Our community had to shift.

Through it all, we persevered with grace and dignity.

Our staff stood together in the face of breathtakingly rapid new changes; under challenging and diverse circumstances; and with systems that at times, were stretched and operated beyond their capacity.

Despite it all, we continued to meet the demand without compromising quality.

As the US moves forward with health care reform, demand on Community Based Organizations (CBOs) will continue to grow. So will, our levels of responsibility and accountability. CBOs can and should play a vital role in both primary prevention and chronic disease management. We are in step with history as pioneers in our quest for change.

**But success will not be easy.**

In 2015, we will see the demand for services continue to grow.

And the La Clínica family is up to the challenge. We have had a long history of huddling together in times of challenge and strife and limited resources. Our track record shows that we have always pulled through with care and compassion without compromising results. We can and will continue to grow to better serve our families. We can and will continue to persevere through these dramatic changes. At La Clínica we have a fundamental belief and vision for a day when everyone in our community has universal access to high quality health care for all.

**That's a dream worth fighting for.**



# Resilient People

“They wanted me to have a better life and I was excited to come but I didn’t know that the transition would be so difficult.” —*Avelina*

Earlier this year, we shared the story of Avelina who overcame isolation, language and cultural barriers to become an engaged member of her new community. As she described it, “When I moved to California, I felt like a fish out of water.” “I went from being alive and active to being depressed and feeling useless.” Eventually, the depression and emotional stress took its toll on Avelina who began to suffer from high blood pressure and high cholesterol. Her doctors told her she was at risk of having a heart attack. Her new beginning had drastically changed her life for the worse.

Under advice from her doctor, Avelina began to get involved in the community in the same way as she had been in her home country of Mexico. Avelina, who started out as a patient at La Clínica, wanted to share the services she experienced as beneficial, with others in the community. This is why she began to help with outreach efforts and was eventually trained to become a community health advocate — a Promotora!

Through the Promotoras, Avelina has made new friends and has gained the trust of people in her community. She has renewed motivation to learn about health topics and a renewed sense of joy. She is once again engaged in her community and seen as a resource and a vital community member.

**Avelina is a success story but there are many others like her who need our help.**

Located on Oakland Unified School District’s (OUSD) campus, the Hawthorne Elementary School Based Health Center (HESBC) is La Clínica’s oldest school-based health center. In 2014, HESBC provided over 850 children and youth with primary medical services, behavioral health services and individual health education services.

A Guatemalan patient who was detained in Texas but later released to friends and family was brought to HESBC for the necessary medical documentation for school. At first he was afraid and unfamiliar with western medicine. He had never had blood drawn and thought the process “took part of his soul.” But after an initial orientation, his physical examinations and necessary vaccines, he was able to enroll in school. He was also linked to the Behavioral Health Clinician for acculturation adjustment support and case managed services. He was able to obtain transportation services, as well as, access to legal and educational resources to support a smooth transition to his new life.

Resilient people can absorb the impact of change and keep going. By developing a strong social network, finding a sense of purpose, embracing change, establishing goals and other healthy behaviors, these stories demonstrate how, with the right support, individuals can rise to the challenge, foster their own resilience, and overcome adversity.

# Resilient Organizations

“Our ambitions must be broad enough to include the aspirations and needs of others, for their sakes and for our own.” —*Cesar Chavez*

The ability to change and adapt is a hallmark of resiliency.

This year, we celebrated 43 years in the community as we once again served nearly 100,000 people with a full range of health care services and a staff that speaks a total of 12 languages.

When La Clínica North Vallejo opened its doors in November 2008, 87 patients received care at the clinic in the first month. Today, the North Vallejo clinic is seeing approximately 1000 clients per month and growing! Meanwhile, our Vallejo clinic was recognized with NCQA Patient-Centered Medical Home (PCMH) Recognition — the most widely-used way to transform primary care practices into patient-centered medical homes. The patient-centered medical home is a way of organizing primary care that emphasizes care coordination and communication to transform primary care into “what patients want it to be.” Studies have shown that medical homes can lead to higher quality and lower costs, and can improve patients’ and providers’ experience of care.

And while we tackled the hard job of balancing our budget, we also improved the experience of care; increasing overall patient satisfaction from 88% in 2010 to 92% in 2014. Over 94% of our patients said they would recommend La Clínica to others. Our results speak for themselves and we are very

proud of what we have accomplished in the face of so much change.

**And we are as proud of our staff, who have been self-less in their service to our mission despite numerous challenges.**

For them, we desire a healthy workplace and an inspired workforce, which is why coping with the partial hiring freeze last year, was a difficult pill to swallow. But our staff understood that the sacrifice was necessary for the ultimate financial viability and health of our organization. Through careful planning and faithful effort, we have been navigating a recovery that is now beginning to show signs of success. We are cautiously beginning to lift the hiring freeze to ease the burden on staff and to increase our capacity to serve.

Effective implementation of the Affordable Care Act has caused us to re-imagine our infrastructure, our service models, our approaches and our relationships in the community. While our systems cope with the impact of budget cuts and a surge in demand for health care services, we continue to develop them to be more effective and adaptable for a future that embraces expanded health care delivery and ultimately universal access.

**We thank all those who have helped us get this far.**







# Resilient Communities

“The measure of a society is how it treats its most vulnerable.” —*Mahatma Gandhi*

Resilient individuals and resilient organizations are easy to spot and they live in a larger context of resilient communities. But how do you know a resilient community when you meet one?

Resilient communities have robust social networks and health systems. They are prepared to take deliberate, collective action in the face of difficulties. They have mature systems and they have developed resources as buffers to adverse events.

Acting as a community means being able to bring together disparate elements of a fragmented delivery system into a cohesive set of solutions and actions to benefit the community. Success involves the sharing of information across entities, the collaborative development of ideas and solutions, and transparent communication with people and organizations that are involved or affected. Our partnerships with other CBOs and with our community emphasizes our values around sharing resources, collaboration and community building.

We have, for example, developed a successful model for working closely with hospitals to alleviate the overburdening of hospital Emergency Rooms (ER). The Sutter Health Care Transitions

Program is a prime example. The program places registered nurses at our clinics who work with hospital staff to ensure patients establish a convenient medical home after they are seen in the ER or discharged from the hospital. Care transitions nurses work with approximately 3,600 patients a year who visit the ER or are admitted to Alta Bates Summit, to assist them with making a follow up appointment at our clinic and establishing routine care with one of our providers. We're constantly looking at ways to provide better care to patients while controlling health care costs.

**This does both and it's a win-win for the community.**

The people within the community feel cared for, acknowledged, and yearn to give back to their community as a whole as well as to the people within it. There is a sense that the community becomes greater than the sum of its parts. The community becomes resilient to shifting outside forces and responsive to the needs of its members. A resilient community does not become passive, instead it holds a balance of tension to uplift the community as a whole.

# All That Jazz (& Sushi!) at Yoshi's



Aisha Hampton-Bowser, La Clínica Board Member and Development Committee Chair; and Jane García, CEO, La Clínica, welcome guests and introduce the event program in the Jazz Club

“I have attended this event for the last several years and it is consistently one of the best fundraisers I attend. Keep up the good work.”

—Retired Bank VP, LC donor

With the help of our corporate sponsors and guests, this last September 27th, we raised \$79,000 the night of the event and \$248,000 overall.



Yvette Radford-Tucker, Kaiser Permanente; Daniel Ayala, La Clínica Board Member; Christine Lopez, McKesson Foundation; Glenna Carraway-Idowu, Union Bank all take part in the traditional Sake Ceremony



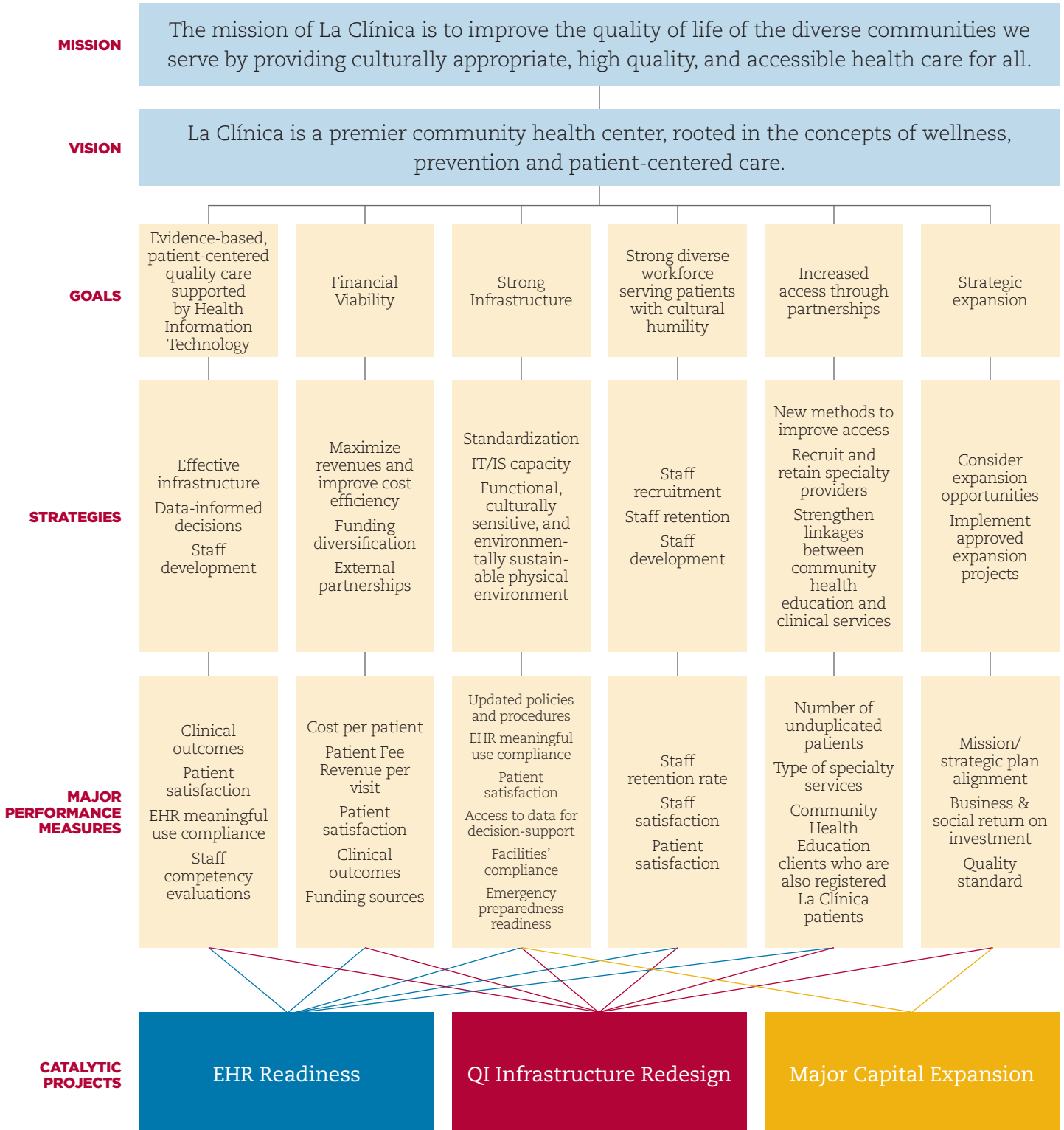
Mark DeWeese, Christine Lopez, Noel and Joe Polichio of McKesson Foundation enjoy the live auction

“The best part of the event was the camaraderie, the chance to network and see other people I talk to on the phones everyday but rarely see in person.”

—Participant and donor

# Looking to the Future

## STRATEGIC PLAN FRAMEWORK



# Every Gift Matters

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<b>Shannon Bremond</b> by Paula Silver Manno	<b>Sylvia Gómez</b> by Judith & Neil Kellman		<b>Octavio Romano</b> by Rosalind R. Singer	

## TRIBUTE GIFTS DURING 2014 GIFTS WERE MADE IN HONOR OF:

<b>Anita Addison</b> by Dara Schur & Miye Goishi	<b>GNU Group</b> by Phil Murphy	<b>Viola Lujan &amp; La Clínica's Contra Costa Team</b> by Marianne Balin	<b>Sarah Nathan</b> by Ingrid Tauber Ph.D. and The Laszlo N. Tauber Family Foundation, Inc.	<b>Peggy Payne, M.D. &amp; Dean Sheppard, M.D.</b> by Alison Kapadia, Bonnie Payne & Roger Tobin, Katherine Smith, Amy Payne
<b>Christina Brignardello</b> by Patricia Schwartz	<b>Len Goldschmidt</b> by Mr. Polon & Mrs. Carrillo	<b>Dr. James McLean &amp; Mr. Mario Valencia</b> by Reese Erlich, Marc & Ann-Marie Fishleder, Kim Jordan, Stephen Schear, Kiyoshi Sakakura, Raymond Tompkins	<b>The Oakley Clinic</b> by Paul Abelson	<b>Nancy Shemick &amp; Jane Garcia</b> by Patty Mintz
<b>Catherine Chin</b> by Pamela Jue	<b>Kenneth Greene, M.D.</b> by Neal & Teresa Cabrinha		<b>Bonnie Payne</b> by Judy Payne	<b>Leticia Trevino</b> by Heffernan Foundation
<b>Amy Compton-Phillips, M.D.</b> by Littlewood & the Quality Team	<b>Aisha Hampton-Bowser</b> by Natixis Global Asset Management		<b>Bonnie Payne &amp; Roger Tobin</b> by Amy Payne	
<b>The Concord Clinic</b> by Socorro Lomas	<b>Dr. Sarah Kerrest</b> by Richard Tuckwiler	<b>The John Muir Health Breast Center Staff</b>	<b>Peggy Payne, M.D.</b> by Judy Payne, Anonymous	
<b>Counseling Staff for Young People</b> by Anna Fisher & Jerry Wolfe	<b>Dr. Isabel Lee</b> by Melissa Nelken	<b>Concord Campus</b> by Julie Durand		



# Community Investment

We are grateful for the generous support received from the Government, Foundation and Corporate community for funding important La Clínica de La Raza programs and services in 2014.

Aetna Foundation  
Alameda Alliance for Health  
Alameda County  
Alameda County Dental Society Dental Health Foundation  
Alameda Health Consortium  
American Cancer Society, Inc.  
American Lung Association of California  
Bernard E. And Alba Witkin Charitable Foundation  
Blue Shield of California Foundation  
California Adolescent Health Collaborative, Public Health Institute  
California Department of Public Health  
California Family Health Council, Inc.  
California School Based Health Alliance  
The California Wellness Foundation  
Centers for Disease Control & Prevention  
City of Concord  
City of Oakland  
The Clorox Company Foundation  
Community Clinic Consortium  
Community Health Center Network  
Contra Costa County  
Delta Dental Community Care Foundation  
Eden Township Healthcare District

Family Care Network  
Fidelity Charitable  
Gilead Sciences, Inc.  
Help for Children  
John Muir Health  
John Muir/Mt. Diablo Community Health Fund  
Kaiser Foundation Hospitals  
Kaiser Permanente  
Kresge Foundation

Oakland Schools Foundation  
Oakland Unified School District  
Office of Statewide Health Planning and Development  
S.D. Bechtel, Jr. Foundation  
The Safeway Foundation in partnership with Children's Hospital & Research Center Oakland

San Francisco Foundation  
Solano Coalition for Better Health  
Solano County  
State Farm  
Sutter Health  
Tides Center  
To Celebrate Life Breast Cancer Foundation  
Tri-City Health Center

U.S. Department of Health and Human Services  
University of California, San Francisco  
University of Pacific, Dugoni School of Dentistry  
TheVesper Society  
Webb Family Foundation



# Financial Report

## UNRESTRICTED REVENUES AND OTHER SUPPORT — 2014

Net patient service revenue less provision for uncollectable accounts	\$ 55,851,818
Capitation Revenue	4,097,024
Grants and Contributions	26,523,311
Contributions In-Kind	2,042,435
Other	1,851,840
Net assets released from restrictions	476,642

**Total unrestricted revenues and other support** **\$ 90,843,070**

## EXPENSES — 2014

Program Services	\$ 78,207,814
Support Services	12,493,292

**Total expenses** **\$ 90,701,106**

**Excess of revenue over expenses** **\$ 141,964**

## OTHER INCOME

Investment return — change in unrealized gains and losses on investment	27,278
Capital Contributions	422,085
Change in net assets	591,327
Net assets, beginning of year	35,232,083

**Net assets, end of year** **\$ 35,823,410**

## La Clínica at a glance

PATIENTS SERVED	PATIENTS*	VISITS
Medical	71,181	246,079
Dental	38,148	118,468
Eye/Podiatry/ Chiropractic	15,250	22,196
Mental Health	6,607	18,105
Health Education/ Preventive Medicine	7,537	24,812

**Total Number of Patients and Visits** **97,923** **429,660**

*\*Many patients access multiple services*

### PERCENT OF TOTAL PATIENTS BY POVERTY LEVEL

<100%	43%
101–150%	11%
151–200%	4%
>200%	2%
Unknown	40%

### PERCENT OF TOTAL PATIENTS BY ETHNICITY

Latino	63%
African American/Black	11%
American Indian/ Alaska Native	1%
Asian/Native Hawaiian/ Other Pacific Islander	8%
White	10%
More than one race	1%
Unreported	6%

### PERCENT OF TOTAL PATIENTS BY GENDER

Female	59%
Male	41%

### PERCENT OF TOTAL PATIENTS BY AGE

0–12	31%
13–19	12%
20–64	52%
65+	5%

### PERCENT OF PATIENTS BY PAYOR SOURCE

Uninsured/Self Pay	26%
Medi-Cal	59%
Medicare	4%
Other Public Insurance	6%
Private Insurance	5%

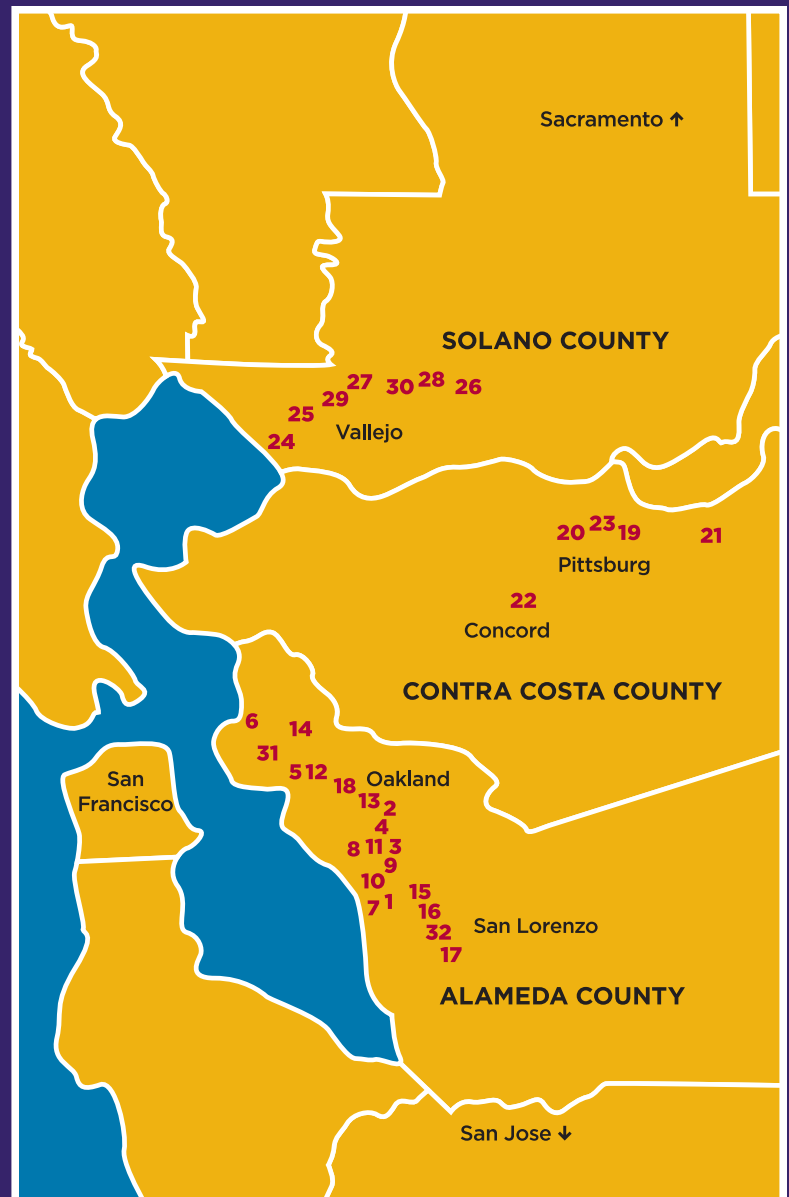
# Meeting Patients *Where They Are*

## OUR LOCATIONS

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 spread across Alameda, Contra Costa, and Solano Counties. With a total of 40 locations including service sites, support sites, and administration, we continue to expand our reach in our community. The map below represents the 29 locations where we provide direct health related services.

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

\* no direct health services/ administration only





*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

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Administration Offices: 1450 Fruitvale Ave, 3rd Floor, Oakland, CA 94601

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

Please contact Director of Development and Communications, Amy DeBower, to learn the various ways you can invest in La Clínica. 510-535-2911 or [adebower@laclinica.org](mailto:adebower@laclinica.org)