



LA CLINICA DE LA RAZA, INC. **ANNUAL REPORT 2010**



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

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

**Mailing Address**  
P.O. Box 22210  
Oakland, CA 94623-2210

## Dear friends and supporters,

Since 1971, La Clínica has provided free and low-cost health care to thousands of people in need. Thanks to the generous contributions of donors, friends and community partners, as well as the stalwart support from corporations, foundations and government institutions, La Clínica has been able to provide high quality services to the community. With your help, we constantly strive to add new programs, expand our services and bring ever-improving health care to a growing population.

Last year, one of the many ways the community supported La Clínica was through contributions to our seventh annual Health Care Without Borders campaign, providing services to uninsured and underserved people and covering costs that our program funding does not. This campaign helped La Clínica reach community members through four health fair events throughout the East Bay, as well as sustain other important programs. Generous support also came through our annual All that Jazz (& Sushi!) event. Our warmest thanks to donors and friends who contributed over \$59,000 to support our HIV Services Program. These types of programs that are critically needed by the community provide key access points to vital health care services.

While we are thrilled that the health care reform bill extends coverage to 32 million Americans, we are keenly aware that people will need health centers, such as La Clínica, to serve them. We are ready, willing, and excited to meet this challenge.

As an example of our efforts to meet these needs, La Clínica is currently working to improve our services to the Monument Corridor community in Concord. Thanks to many generous gifts to the Monument Expansion Campaign, the new, larger facility will bring critical health care services to nearly 15,000 patients every year, three times the number served by the Monument clinic in 2009.

We are honored to serve our community and we look forward to maintaining a valued partnership with you. On behalf of the 68,140 patients who received needed care in 2010, we thank you.



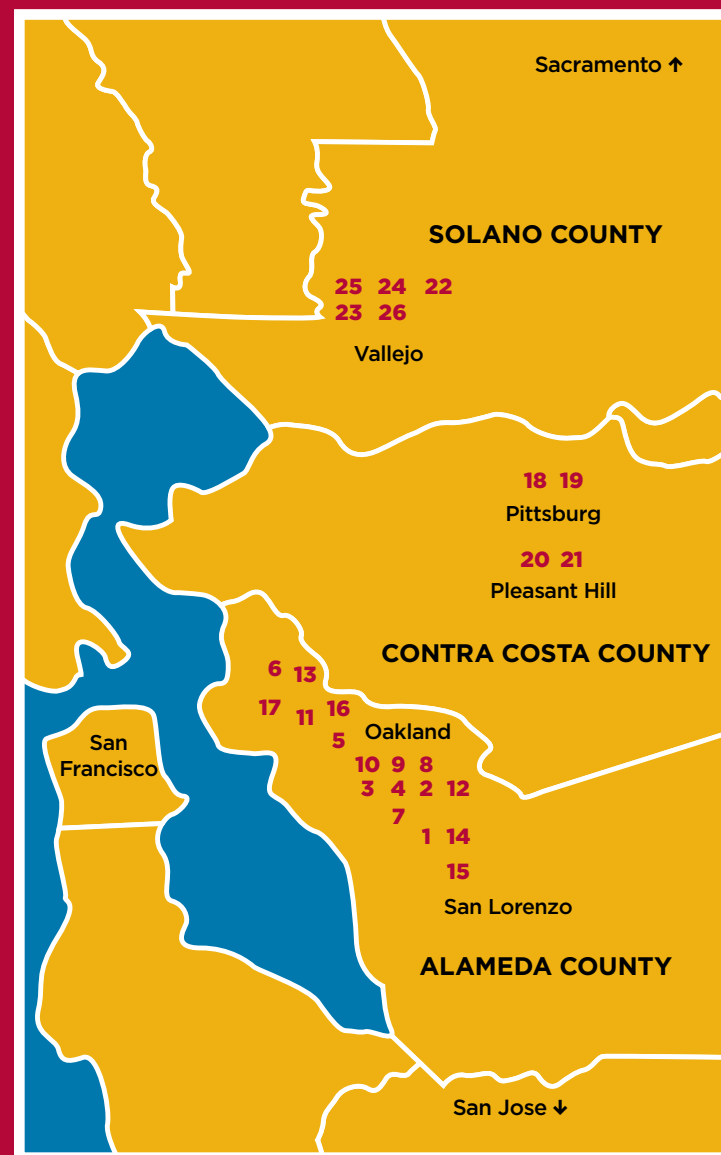
Jane García  
Chief Executive Officer



## SERVICE SITES OF LA CLINICA DE LA RAZA

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 26 sites spread across Alameda, Contra Costa and Solano Counties.

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



## Statement of Unrestricted Operations Year Ended June 30, 2010

<b>REVENUES AND OTHER SUPPORT</b>	
Patient & Third Party Fees	\$ 43,984,837
Other Revenue	2,680,742
Grants and Contracts	21,797,823
<b>Total Revenues and Support</b>	<b>\$ 68,463,402</b>

<b>EXPENDITURES</b>	
Program Services	\$ 56,839,938
Support Services	8,715,414
<b>Total Expenditures</b>	<b>\$ 65,555,352</b>

<b>Changes in Unrestricted Net Assets</b>	<b>\$ 2,908,050</b>
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## Fact Sheet Calendar Year 2010

<b>PATIENTS SERVED</b>	<b>PATIENTS</b>	<b>VISITS</b>	<b>PERCENT OF TOTAL PATIENTS BY ETHNICITY</b>
Medical	50,193	188,515	African American 12%
Dental	25,550	81,504	Asian/Pacific Islander 9%
Eye, Podiatry, Chiropractic	10,104	16,406	Latino 68%
Mental Health	3,949	18,888	White 11%
Health Education/ Preventive Medicine	8,461	23,078	
<b>Total Number of Patients and Visits</b>	<b>68,140</b>	<b>328,191</b>	

*Many patients access multiple services*

<b>PERCENT OF TOTAL PATIENTS POVERTY LEVEL</b>	<b>PERCENT OF TOTAL PATIENTS BY AGE</b>
<100%	0-12 33%
101-150%	13-19 12%
151-200%	20-64 50%
>200%	65+ 5%

<b>PERCENT OF TOTAL PATIENTS BY GENDER</b>	<b>PERCENT OF PATIENTS BY PAYOR SOURCE</b>
Female 59%	Uninsured/Self Pay 44%
Male 41%	Medi-Cal 43%
	Medicare 4%
	Other Public Insurance 3%
	Private Insurance 6%

“La Clínica serves the underprivileged in a fiscally responsible way.” — *Anonymous Donor*



# STRATEGIC PLAN FISCAL YEAR 2009-10 THROUGH FISCAL YEAR 2014-15

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

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**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.

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**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.

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**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.



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**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.

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**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.

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**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.



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-nine years of experience serving the community, La Clínica is one of the largest community-based clinics in the state of California.



## HIGHLIGHTS 2010

### Expanding Dental Services

La Clínica initiated dental care for students at Roosevelt Middle School in Oakland. For many, it was the first time they had access to dental screenings, treatment, and referrals. La Clínica Pittsburg Dental expanded their clinic to increase the amount of patients served from 900 to 1500 patients per month and offer specialty pediatric services.

### Record Breaking

In 2010, over 97% of full-time staff donated to La Clínica, displaying their support for the organization and its mission!

### Award

La Clínica received the Organizational Public Health Hero Award from the UC Berkeley School of Public Health for its long standing record of providing high quality, culturally appropriate, and accessible health care services to diverse and vulnerable communities in the East Bay.

### Multi-lingual

There are a total of 12 languages spoken amongst our staff at the San Antonio clinic.





## Yoshi's Event

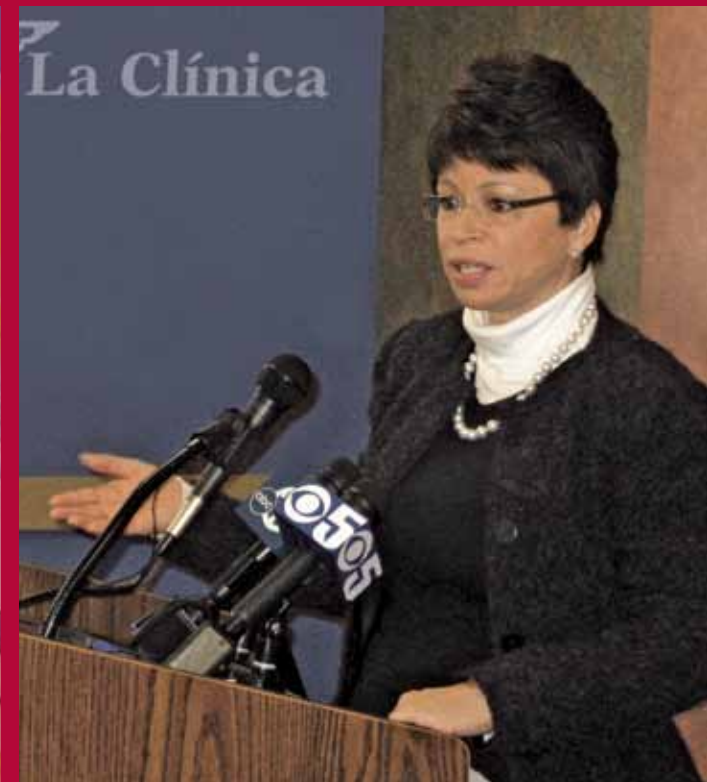
Over 250 donors and friends of La Clínica enjoyed exquisite cuisine while socializing with other supporters at the All That Jazz (& Sushi!) Annual Benefit at Yoshi's Jazz Club in Oakland. Thanks to the significant contributions made by our sponsors and other supporters, La Clínica will strengthen the HIV Services program.



## Recognition

La Clínica receives recognition from President Obama's Administration.

Senior Presidential Advisor Valerie Jarrett toured La Clínica's San Antonio Neighborhood Health Center with Congresswoman Barbara Lee. The tour was followed by a press conference to highlight federal stimulus funding for Community Health Centers. Valerie Jarrett praised the San Antonio clinic, calling it proof positive that the Recovery Act funds are being well spent.



“In an area where the population is struggling each and every day...you provide an opportunity for them to have the most important care.”

—Valerie Jarrett, President Obama's Senior Advisor

# ANNUAL GIVING 2010

Since 1971, La Clínica has provided free and low-cost health care to thousands of people in need, with the very generous financial support of donors, friends and community partners.



As a direct result of your generous and faithful support, 68,140 people received health care last year from La Clínica de La Raza! That's 14,443 more patients than we served in 2008.

Numerous factors played a role in the 25 percent increase in patients, including high unemployment, the economic recession, rising health care costs, and the California budget deficit. In spite of these

barriers, your contributions made it possible to serve the resulting swell of patients and expand the care we're able to offer.

Thank you for making our work possible. We are honored to serve our community and we look forward to maintaining a valued partnership with you.

# THE EAGLE SOCIETY DONOR CLUB



“To us seniors, it’s a blessing,

La Clínica is a Godsend.”

— Mrs. Watkins, Patient

\* La Clínica staff

\*\* Board of Director

## VISIONARY/VISIONARIO

\$10,000+

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Kaiser Permanente  
The Thomas J. Long Foundation  
Union Bank  
United Health Group  
The William G. Irwin Foundation  
Wells Fargo Bay Area Community Development

## STAR/ESTRELLA

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Alameda County Dental Society Dental Health Foundation  
American Dental Association Foundation  
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Hanson Bridgett Marcus Vlahos Rudy, LLP  
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Dafne Simjee  
Lisa & Ramon Terrazas\*\*  
Unity Council  
Ruben Vasquez  
Ana Vega\*  
Gueimei Wung\*

## 2010 DONORS

“We will  
always strive  
to improve  
children and  
adolescents’  
health and  
innovate  
new ways to  
deliver health  
care.”

— Jane García,  
CEO

\* La Clínica staff

\*\* Board of Director

### \$250 - \$499

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ACTIA  
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Patricia Perez-Arce\*  
Mary Pittman &  
David Lindeman  
Naomi & David Pockell



## 94% of patients would recommend La Clínica to others

Lynn Polon\*  
 Julia & Daniel Ponce\*  
 Michael Powlen  
 Amy Prevedel\*\*  
 Catharine Ralph  
 Kim Ramirez  
 Edward Ray  
 Henry Reynoso  
 Julie Rickert  
 Mark Roche  
 Adam Rochmes  
 Dalila Rodas\*  
 Angelita Rojo\*  
 Lucia Romero-Ochoa  
 David Rosen  
 Carolyn Roundey  
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 Stephanie Santos  
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 Candace Vahlsing  
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 Elsa Warrington  
 Andrew White\*

Charles Wilcox  
 Diane Winkler  
 Ralph Wolff

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 Dale Jenssen & Tom Foster  
 JetBlue Airways

93% of patients found staff friendly and helpful

La Mar  
 La Note Restaurant  
 Lincoln Avenue Spa  
 Marin Agricultural Land Trust  
 My Homestyle Café  
 Oakland A's  
 Oakland Firefighters Random Acts  
 Oakland Flower Market  
 Omni San Francisco Hotel  
 Peet's Coffee & Tea  
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 TCHO Ventures  
 The River Terrace Inn  
 The Sandpiper  
 The Wellness Center Spa  
 Treasure Island, LLC  
 Pauline Walton-Flath  
 White Swan Inn  
 Yoshi's Restaurant & Jazz Club

**TRIBUTE GIFTS**

**DURING 2010, GIFTS WERE MADE IN HONOR OF:**

Anita Addison & Jane García  
 All employees  
 All La Clínica Families In Our Community  
 All those who work a lot and aren't paid a lot  
 Maria Veronica Alvarez

## 94% of patients feel that the doctors listen carefully to their needs

Dr. Gregory Baldwin  
 Andrew Bowles  
 Catherine A. Chin  
 Peggy Payne & Dean Sheppard  
 The Development Department  
 Dr. Peggy Payne, Judy Payne, and Tom Payne  
 Joel García  
 In honor of my colleagues by Steve Schiff  
 In honor of my family by Anel Cruz  
 Adriana Ospina  
 Bonnie Payne & Roger Tobin  
 Rafael Ramirez  
 Octavio Romano  
 Joaquin Ruiz  
 Joan Thompson  
 The Wedding of Rebecca McEntee and Jack Chase

**MEMORIAL GIFTS**

**DURING 2010, GIFTS WERE MADE IN MEMORY OF:**

Harriet Chalfant  
 Julie Chouinard Grundstrom  
 Jasper Carl Dusterhoff  
 Enrique Gomez  
 José Pérez (my husband) & Jan Praver (my mother)  
 E & A Mendez  
 My husband Alfonso Vega  
 Annabelle Ritschel Ashton  
 Patricia Romero  
 Ramon S. Terrazas  
 Esther Vera (mom)



## 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 2010.



Advocates for Youth  
Alameda Alliance for Health  
Alameda County  
Alameda Health Consortium  
Amgen, Inc.  
Arthritis Foundation  
Blue Shield of California  
Foundation  
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Health Care Services  
California Department of  
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California Family Health  
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Network

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Eden Township Healthcare  
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Family Care Network  
Hedge Funds Care  
William G. Irwin Charity  
Foundation  
John Muir Community  
Health Alliance

John Muir Health  
John Muir/Mt. Diablo  
Community Health Fund  
Kaiser Permanente  
Latino Community  
Foundation  
Macy's Foundation  
McKesson Foundation  
National Council on Crime  
and Delinquency (NCCD)  
New Routes to Community  
Health  
Radback Energy, Inc.  
Reach Out Read

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Foundation  
Solano County  
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Foundation  
The Safeway Foundation  
The Tides Foundation  
To Celebrate Life Breast  
Cancer Foundation  
TransForm  
University of California, San  
Francisco  
United Way of the Bay Area



## GUIDING PRINCIPLES

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.





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