



*Annual Report 2010*

*Dear Friends,*



Melieni Falemaka Talakai  
Chair, Board of Directors

**2010 was a breakthrough year.**

We built and opened a state-of-the-art dental clinic and a handsome Center for Health Promotion in which Stanford put a branch of its Health Library. We're not yet 10 and already our health center offers all of the basic primary health services in one campus. This success is inextricably connected to our collaborations with the community, generous partner organizations and our very responsive donors.

As we move forward in 2011, we are strengthening our program of primary care services and at the same time building for the future to accommodate thousands of uninsured, unemployed and working poor families that need a medical home.

We're confident that the community health center model of community oriented, patient-centered primary care with its focus on early intervention is the most effective way to rein in health care costs. Today, those costs are substantially driven by expensive care for chronic disease patients.

We hope you enjoy this report. It's a small part of a much bigger story. You can learn more by visiting our new website at [www.ravenswoodfhc.org](http://www.ravenswoodfhc.org). We invite you to join with us in our mission.

A handwritten signature in black ink that reads "Melieni F. Talakai". The signature is written in a cursive, flowing style.

*Ravenswood Family Health Center's mission is to improve the health status of the community we serve by providing high-quality, culturally competent primary and preventive health care to people of all ages regardless of ability to pay.*

**Ravenswood Family Health Center (RFHC)**

is a nonprofit federally funded community health center serving uninsured and low-income individuals and families who live in the predominantly ethnic minority area of southeast San Mateo County, including the communities of East Palo Alto, Belle Haven in Menlo Park, North Fair Oaks in Redwood City.

**Our Core Values**

**Optimize access to health care**

**Respect the dignity of the people we serve**

**Empower patients to value good health**

**Sustain financially viable operations**

**Contribute to the economic development of the community**

**Advocate for public and environmental health**

# The people that stand behind our mission

## Board of Directors 2010

Our Board of Directors represents the community we serve and is informed, engaged, and works collaboratively with the health center's Executive Team to monitor and ensure that the mission is served.

**Melieni Talakai, Chair**

Staff Nurse, San Mateo County Mobile Clinic, Consumer

**Julio Garcia, Vice-Chair**

Program Coordinator, One East Palo Alto Leadership Program Coordinator, Nuestra Casa, Consumer

**Manuel Arteaga, Treasurer**

Social Worker, San Mateo County Child Support Services

**Marcelline Combs, Secretary**

Community advocate. Retired Sequoia School District

**Joseph G. Lopez, Parliamentarian**

Territory Account Manager, Tableau Software

**Vernal Bailey**

Community advocate and leader, Consumer

**Senseria Conley**

Community advocate, Consumer

**Jonathan Lindeke**

Attorney-at-law. Formerly with Foley, Lardner

**Gordon Russell**

Former General Partner, Sequoia Capital

**Elisapeta Savusa**

Minister, Community Leader, Consumer

**Carlota Flores**

Community advocate and leader, Consumer

**Raymond Mills, Board Liaison**

Voices of Recovery, Executive Director

**Sherri Sager, Board Liaison**

Lucile Packard Children's Hospital, Chief Government Relations Officer

## Advisory Council

Our relationships extend to a broad coalition of leaders in business, medicine, government, philanthropy and the local community.

**Patricia Bresee, Chair**

Commissioner, San Mateo County Superior Court (Ret.)

**Maya Altman**

CEO, Health Plan of San Mateo

**Greg Avis**

Founding Managing Director, Summit Partners

**Caretha Coleman**

Principal, Coleman Consulting

**Christopher G. Dawes**

CEO, Lucile Packard Children's Hospital

**Greg Gallo**

Partner, DLA Piper

**Rose Jacobs Gibson**

San Mateo County Board of Supervisors, District 4

**Ross A. Jaffe, MD**

Managing Director, Versant Ventures

**Philip R. Lee, MD**

Professor Emeritus, UCSF School of Medicine, Former Assistant Secretary of Health (Clinton Administration)

**Richard M. Levy, Ph.D.**

Chairman, Board of Directors, Varian Medical Systems

**John A. Sobrato**

Founder and principal, Sobrato Organization

**Frederick St. Goar, MD**

Cardiologist

**Jane Williams**

CEO and Co-Founder, Sand Hill Global Advisors



### IN MEMORIAM

We honor the memory of our beloved founding board member Charlesetta Fishman who served on our Board for nine years and played an immensely valuable strategic role in raising awareness and support for RFHC.

# ACCESS to a family of health services

*Before Ravenswood, we didn't have access to health care. So when we were sick, we would pray, drink a lot of tea, use home remedies and hope that it would go away. If it would get to the extreme, we had to go to the emergency room, but we would try not to do that because the bills were something we could not afford.*

**Carlota Flores** Board Member and patient



Ernestine Flores with her daughter Carlota

## Streamlined Patient-Centered Team Care

**RFHC provides comprehensive full service primary care.**

At a medical visit, a patient may be referred to see a health navigator, a behavioral health counselor and a dentist all within the space of 30 minutes.



RFHC patient William Loveless

William Loveless came to RFHC with a gash in his hand. *Superglue isn't going to work on this one* he joked with his doctor. A diabetic with a pre-existing condition, he was uninsured, getting by on part-time work. He had all the risks—high cholesterol, high blood pressure, out of control diabetes topped by depression and broken teeth.

His Health Navigator challenged him to take a self management course for diabetics designed at Stanford. It changed him. He learned to control diabetes with diet and a regular exercise regimen. He became a peer educator and enjoyed the camaraderie. *We were a group of people with chronic illnesses and we learned tips and tricks on how to make our lives more productive.*

**Ravenswood Family Health Center is home to 11,000 active patients.**

**To ensure a healthy start,** every pregnant patient is offered one-on-one comprehensive prenatal education. In some instances, the young woman has no other support.



Marla Quintara with her 10-day old son, Anthony

When Celia\* came to the Belle Haven Clinic last spring she was pregnant and living in a shelter for teens.

Comprehensive Perinatal Health Worker Monica Martinez recalls, *Like lots of teens, she was clueless about how to read the needs of a baby, what to do when a baby cries. Many think you should just stick a pacifier or bottle in the baby's mouth. I tell them, no, you have to comfort and hold the baby. I show them how to swaddle the baby.*

Critically important is the education they receive about bonding, breast feeding, nutrition, and above all protecting and nurturing their baby.

\* Fictitious name

**89% of our patients live at 100% of Federal Poverty Level**

**Access to quality primary care is the best hedge against acute and costly health problems.**

# Powered by COLLABORATION

Ravenswood Family Dentistry is unique in the County. It provides a model of early childhood intervention and family education that can ultimately make dental caries a thing of the past.



Oral health is a family matter



Damage done without dental care

## We bring together critical basic resources for the underserved

By federal standards, a dental shortage area is one in which the ratio of low-income population to dentists is at least 3,000 to 1. Our area was rated at a staggering 81,521 to 1. This explains why dental disease has been the most common health problem we see among children and adults. Leaving it untreated is not an option.

## Collaborating Partners

David & Lucile Packard Foundation agreed and invested \$1.5 million to construct the dental clinic. Others followed suit—Bothin Foundation, Baxter International, Grove Foundation and California Dental Association—and we were able to equip the clinic.

*Under RFHC leadership, health has become a priority topic in every major discussion of critical community issues. RFHC has both created and participated in innovative partnerships through which health advocacy goals have been effectively promoted.*

Faye McNair Knox ED, One East Palo Alto

*Our collaboration with Ravenswood is a central strategy for engaging people who need behavioral health services. People who need it get a step closer when the door is opened through a trusted primary care provider like Ravenswood.*

Louise Rogers, Director,  
SMC Behavioral Health & Recovery Services

## Mental health care is as essential as medical or dental care

For decades there were virtually no mental health resources in our service area, with the exception of serious cases which the County handled. Ravenswood joined with other nonprofits to form the East Palo Alto Mental Health Advisory to make mental health services accessible within the community.

RFHC now provides early mental health intervention through its Integrated Behavioral Health Services program. When a patient shows signs of distress, hyperactivity, anxiety or depression, their primary care provider refers them immediately to an on-site behavioral health counselor for assessment, crisis stabilization, and counseling services. Full blown crises are averted.

*Early intervention is our ounce of prevention that beats the pound you pay for the cure.*

## 2010 Milestones



### Center for Health Promotion

This beautiful multi-purpose building provides space for public coverage enrollment services, health education classes, chronic disease case management, retinopathy screening, and has a conference room for health forums and trainings, named after Gordon Russell, whose gift made it possible to build.



### Ravenswood Family Dentistry

- Full service dentistry
- 5 adult & 4 pediatric chairs
- Oral surgery unit
- All digital technology
- 8,000 patient capacity



### Stanford Health Library

A branch of Stanford Health Library, housed at the Center for Health Promotion, gives patients, staff, and the community free access to Stanford Library's nationally-recognized, multilingual print and online multi-media health information collection. Edgar Lopez, medical librarian receives requests every day. *Someone asked me for information about the sleep problem of their grandchild and the next day a health navigator asked for information about exercise for older adults.*

### *Other major news in 2010*

#### **Nationally recognized Innovation in Chronic Disease Care**

RFHC is one of six clinics in the nation to be awarded a major 3-year federal grant to expand our model chronic disease prevention and health navigation services. Health Navigators work with medical staff to promote goal setting, self-management, and behavior changes.

#### **Formation of Advisory Council**

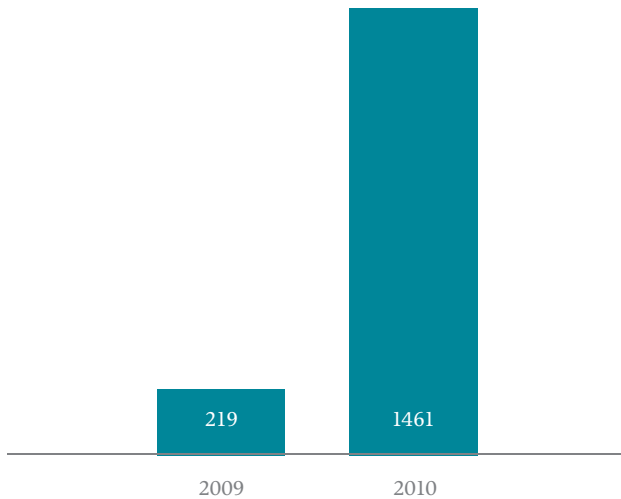
Ravenswood can now draw on the expertise of Silicon Valley leaders who have lined up behind our mission to provide equal access to high quality health care for all. See page 1 for a list of our Advisory.

#### **Ravenswood-Stanford Volunteer Pipeline Program**

Stanford University's Haas Center Stanford Public Interest Network (SPIN) fellowship program placed two fellows at RFHC to set up and coordinate a volunteer program that supports operations, medical and oral health services and fundraising projects.

# Charting our IMPACT

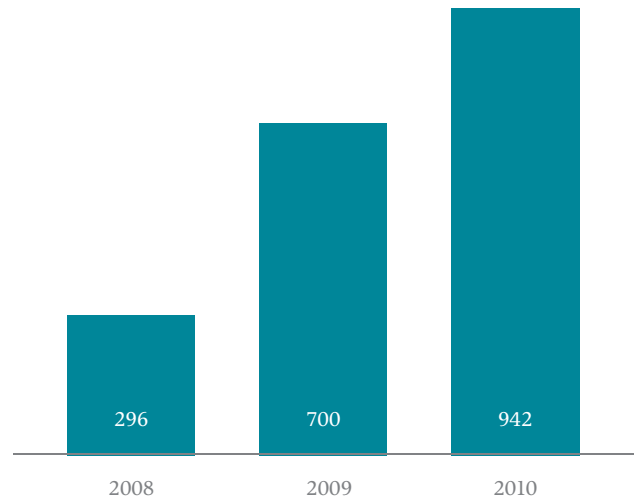
## Dental Patients



### The Big Leap

A **567% increase** in RFHC patients receiving dental care since our on-site dental clinic opened in April 2010.

## Chronic Disease Management



### Steady Rise

Since 2008 we've seen a **218% increase** in the number of chronic disease visits who follow a self-management plan to improve their health.

## Impact of volunteers

We accomplish more than we could before. With the arrival of two Stanford SPIN Fellows, Christina Littler and Christina Kratschmer, the Ravenswood-Stanford Volunteer Pipeline program has taken off. Since the start in July, 86 clinic and lay volunteers have logged over 2,700 hours.

Volunteer dental hygienists, assistants, and dentists have collectively treated 436 patients.



Volunteers making a difference in community health

# We aspire to EXCELLENCE as a health home

It takes a continuous process of improvement to get there. We set standards for outcomes of care and then measure our performance using IT tools to collect impartial and revealing data. Our Total Quality Management (TQM) team sets the target goals that move us towards a fully operational Patient-Centered Medical Home.

We take our own VITAL SIGNS using metrics to gauge improvement. It's a slow steady process of transformation guided by simple principles.

**Assess process and outcomes**

**Identify what needs improvement**

**Strive to achieve goals**

**Evaluate our progress**

## A Patient-Centered Medical Home



Ravenswood Family Health Center  
Strategic Goal and Total Quality Management



One of our teams: Women's Health Services

## Our Greatest Asset

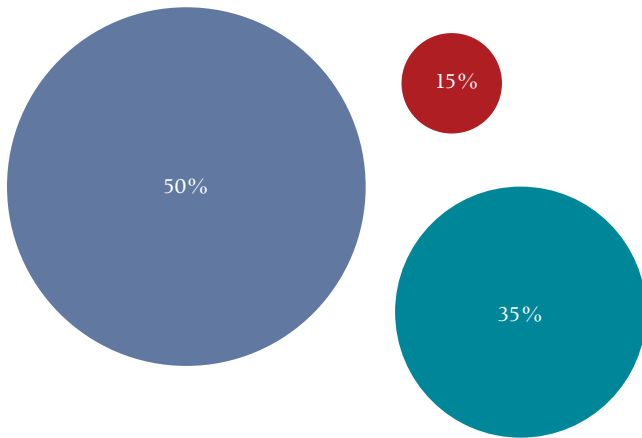
**The people behind the scenes who carry out the mission.**

Ravenswood is staffed by caring and competent people with a keen interest in supporting the health care needs of the underserved. Their professional skills, sensitivity to our patients, and enduring commitment make us a model community health center.

*Our patients depend on us for quality care, and we depend on you to support our mission.*

# Shaping the *FUTURE*

## Supply vs. Demand



Percentage of Demand Served

Unmet Need  
 Ravenswood Family Health Center  
 San Mateo County Health System

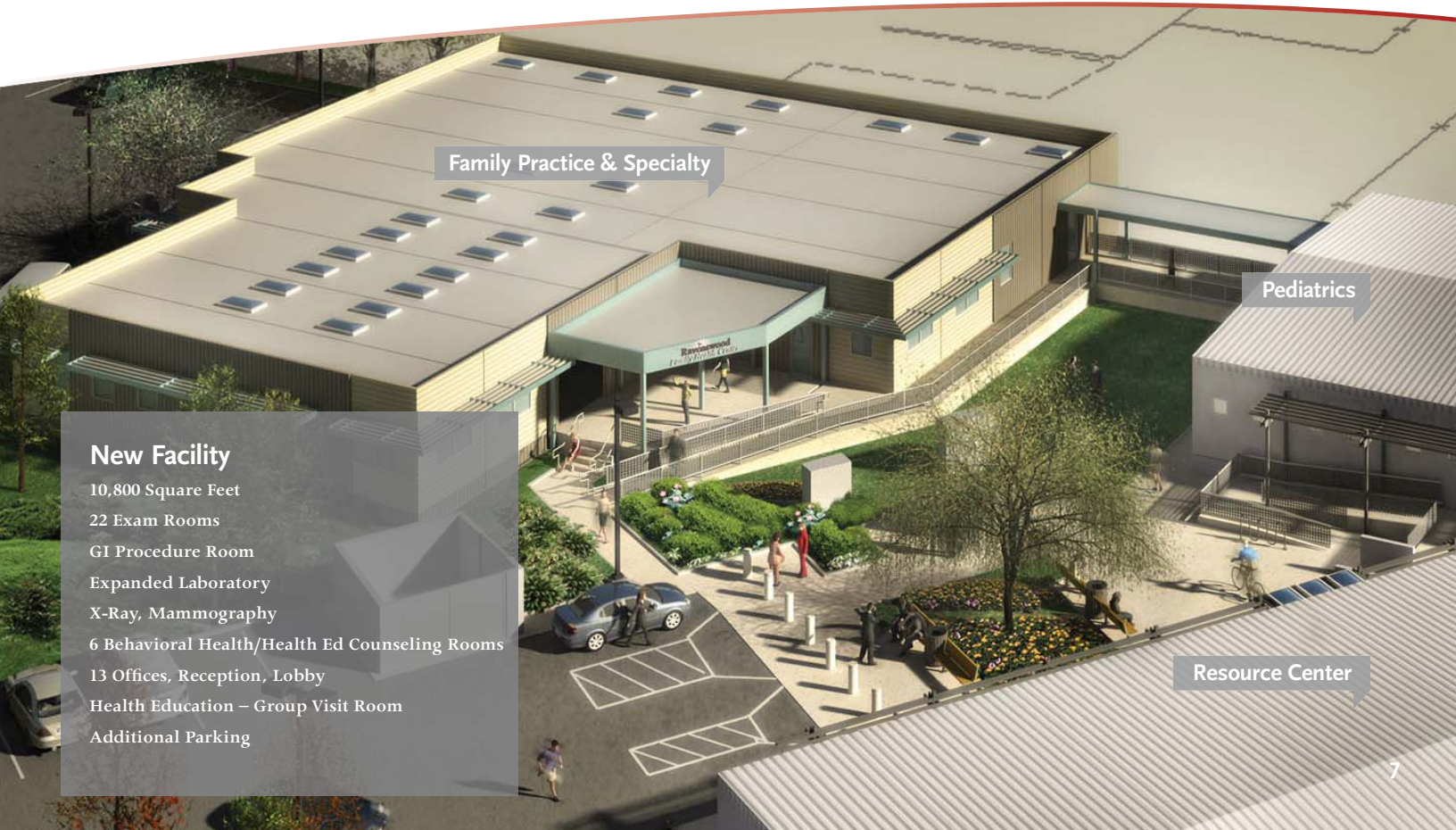
## Unmet Need in our Service Area

Current Demand >29,000 low income uninsured persons.  
 RFHC is at capacity. We have to turn away patients.  
 Provider productivity is constrained by space.



A full waiting room, yet RFHC is only able to serve a limited portion of the need

Building to meet the need and plan to open the new site in the summer of 2012

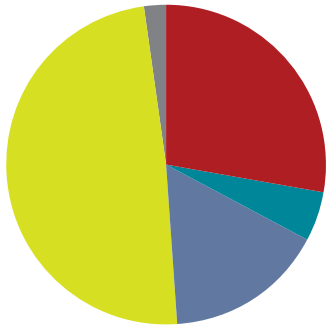


### New Facility

- 10,800 Square Feet
- 22 Exam Rooms
- GI Procedure Room
- Expanded Laboratory
- X-Ray, Mammography
- 6 Behavioral Health/Health Ed Counseling Rooms
- 13 Offices, Reception, Lobby
- Health Education – Group Visit Room
- Additional Parking

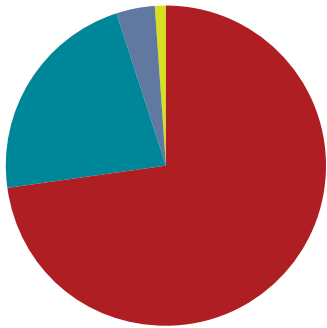
# Sustainability

## FISCAL YEAR 2009–2010

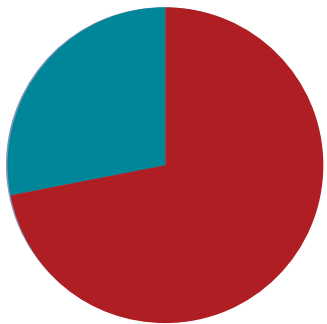


Revenue	
Federal grants	3,075,563
County/State Grants	587,142
Foundations	1,769,836
Public Health Insurance	5,409,836
Donation/Other	168,231
<b>TOTAL</b>	<b>\$11,010,608</b>

Note: In 2010, RFHC received one-time ARRA stimulus funding (\$694,400) for capital improvement & services.



Expenses	
Clinical Operations	7,833,370
Management & General	2,367,267
Development	467,456
Other	104,225
<b>TOTAL</b>	<b>\$10,772,318</b>



Capital Campaign	
Foundation	2,740,800
Major Donors	1,060,000
<b>TOTAL</b>	<b>\$3,800,800</b>

*RFHC delivers cost effective care to the underserved through organizational productivity, balancing a sustainable payer mix, maximizing donor opportunities and engagement, and successfully conveying the reality of community needs.*

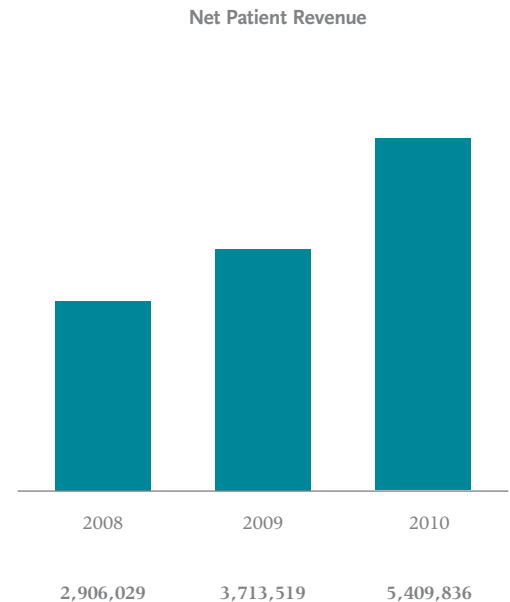
**Patricia Bresee** Chair, RFHC Advisory Council

### Source

40% of our patients are covered by some form of insurance. 60% are uninsured; although close to 30% are currently covered by the County's Ace program.

Public reimbursement is our largest revenue source at 49%.

Statement of Financial Position	2008	2009	2010
Cash	257,814	636,059	1,006,366
Insurance/Patient Receivables	348,063	641,622	515,950
Grants/Other Receivables	622,540	528,220	920,901
Campaign Pledges	0	0	750,000
Property & Equipment	2,404,761	2,695,160	4,980,064
Other Assets	101,688	83,198	240,190
<b>TOTAL ASSETS</b>	<b>3,734,846</b>	<b>4,584,259</b>	<b>8,413,471</b>
Current Liabilities	922,626	1,169,111	1,360,163
Long-Term Liabilities	500,000	625,000	125,000
<b>TOTAL LIABILITIES</b>	<b>1,422,626</b>	<b>1,794,111</b>	<b>1,485,163</b>
Unrestricted	1,724,082	1,749,882	5,270,681
Temporarily Restricted	588,138	1,040,266	1,657,627
<b>TOTAL NET ASSETS</b>	<b>2,312,220</b>	<b>2,790,148</b>	<b>6,928,308</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$3,734,846</b>	<b>\$4,584,259</b>	<b>\$8,413,471</b>



# Our Debt of Gratitude

51% of the revenue that powers Ravenswood comes from the grant commitments of our Funders and the generosity of our Donors.

## Government Funders

California Department of Health Services  
HRSA Bureau of Primary Health Care  
HRSA Bureau of Health Professions  
Office of Minority Health  
San Mateo Community Health Authority  
San Mateo County Manager's Office  
San Mateo County Behavioral Health & Recovery Services  
San Mateo County Department of Housing  
San Mateo County Family Health Services  
San Mateo Medical Center  
Santa Clara County Office of Education

## Foundations

American Dental Association Foundation Samuel Harris Fund  
Baxter International Foundation  
Blue Shield of California Foundation  
The Brin-Wojcicki Foundation  
California Dental Association Foundation  
California Healthcare Foundation  
California Primary Care Association  
California Wellness Foundation  
Community Health Partnership  
David & Lucile Packard Foundation  
Donald & Rachel Valentine Foundation  
Flora Family Foundation  
Grove Foundation  
Kaiser Permanente Northern California Region  
Kaiser Permanente San Mateo Area  
Latino Community Foundation  
Laurel Foundation  
Leslie Family Foundation  
Lucile Packard Children's Hospital  
Lucile Packard Foundation for Children's Health  
Microsoft Unlimited Potential  
Palo Alto Medical Foundation  
Palo Alto Menlo Park Parents Club  
Rigel Pharmaceuticals  
The San Francisco Foundation  
Sequoia Healthcare District  
Stanford Cancer Center  
Stanford Hospital & Clinics  
Susan G. Komen for the Cure San Francisco Bay Area  
Sutter Health  
Taproot Foundation  
Tides Foundation  
Tipping Point Community  
To Celebrate Life Breast Cancer Foundation  
Wachovia Wells Fargo Foundation



Dental professionals visit to the new clinic



Luisa Buada, CEO, speaking to guests at the Garden Soiree sponsored by Sand Hill Global Advisors



Cutting the ribbon to Stanford's Health Library Branch

## 2010 Donors

### \$1,000,000+

Gordon Russell

### \$500,000–\$999,999

Dick and Susan Levy

### \$250,000–\$499,999

Greg and Anne Avis  
Greg and Penny Gallo

### \$50,000–\$99,999

Pat Bresce  
Joanne Kagle  
Fred St. Goar  
Craig and Jane Williams

### \$25,000–\$99,999

Anonymous  
Maya Altman  
Luisa Buada  
Cathy and James Koshland  
Randy and Julie Merk

### \$5,000–\$24,999

Almanac Holiday Fund  
Fred Bjork  
Jeffrey and Julie Brody  
Bert and Linda Fornaciari  
Richard and Maureen Hamner  
Nancy Lee  
Joe Rubin  
Diane Ito and Josef Ruck  
Edward Storm  
Geoff and Colleen Tate  
Jim Warren

### Gifts \$1,000–\$4,999

David and Martha Arscott  
Denis and Eileen Baylor  
Bohannon Foundation  
John and Mary Anne Brock  
Kimberly Harney and Bruce Cabral  
Michael and Leslie Crisp  
Rose Jacobs Gibson  
Linda and Michael Golub  
Pat and Kathy Groves  
Ellie and Rick Hamner  
Nancy Handel  
Joel and Susan Hyatt  
Donald and Sheila Leclair  
Phil Lee  
Aaron and Sitara Lones  
Holly Myers and E. Kirk Neely  
Cecil Reeves  
Alexander Stepanov  
Frank J. and Marianne J. Walters

### Gifts Up to \$500

Anonymous  
6 to 9 Dental  
J.M. Abel

Philip G. Abrahamson  
Harry and Moira Ackley  
Douglas and Kathleen Alexander  
William Alfano  
Beth Alvarez  
Suzanne Amato  
David Arata  
Richard Bahr  
Tom and Terri Bailard  
Gail Barklow  
Douglas and Laurie Bauer  
Barbara Noparstak and Duane Bay  
Carol and Myles Berg  
Enrico and Jane Bernasconi  
George Block  
Susan Boiko  
Stephen and Carolyn Bowsher  
Robert Bragg  
Elizabeth Brown  
Earl and Helen Brubaker  
William Bernard Cane  
Stacey Starcher and Robert Carlson  
George and Mary Chadwick  
Sally Chaves  
Jeff and Dianne Child  
Community Health Charities  
Francis J. Crosson Jr.  
Isabella Davis  
Michael Demeter  
Margaret Dennis  
L. Peter Deutsch  
Claudia Dickman  
Merlin and Sandra Dorfman  
Penny Duckham  
Kathleen Elkins  
Ann T. Ellis  
Victoria Emmons  
Eleanore Engelmores  
Mary Engstrom  
Alain and Rosemary Enthoven  
Craig Falkenhagen  
Frank and Jeanne Fischer  
Natalie Fisher  
James and Maria Flaherty  
Margaret Stevenson and David Flamm  
Deborah Ford-Scriba  
Natalie Friend  
Jen Gallo and Casey Franko  
Gannett Foundation  
Kenneth Gibson  
Peter and Suzanne Greenberg  
Richard and Lynda Greene  
Thomas and Joan Gregory  
Patricia Griffin  
David M. Hale  
Claudia Hall  
Jon Hallam

David and Shirley Hammond  
Craig and Kari Hanson  
John Harbaugh  
Helen Porter and Patricia Hedden  
Robert Henderson  
Henry J. Kaiser Family Foundation  
Martha Norberg and Vincent Hentz  
Alan Herzig  
Peggy Hinman  
Nancy Hoffman  
Gretchen Hoover  
Jody and Joe Horowitz  
Anne Houghteling  
Courtney S. and Stanford Y. Hsu  
Julia Noblitt and Roland Hsu  
Intuit Foundation –  
Donation Matching Program  
David Jevans  
Peter Johanson  
John and Phyllis Johnson  
Srija Srinivasan and Brad Joondeph  
Mark Justman  
Beatrice Kavinoky  
Patricia Burbank and Michael Kilgroe  
Ralph King  
Susan Klinck  
Peter and Ann Knopf  
Nurith Kurn  
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Timothy and Leslie Maier  
Rosa Waltzer Mass  
Carol Matre  
Marilyn Green and Drew McCalley  
Elizabeth McDougall  
Irene Searles and Malcolm McGinnis  
Greg McMillan and  
Catherine Aries-McMillan  
Jean Merwin  
Mid-Peninsula Animal Hospital, Inc  
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Edward and Sumaya Miner  
Marshall Mohr  
Kimberly M. Young and John Moragne  
John Muller  
Francis and Claire Murphy  
Nikoo and Mehdi Namazian  
Alexander and Alexandra Nemirovsky  
Larry and Lorraine Neinker  
Lucille Nilmeyer  
James Nisbet  
Elizabeth O'Hare

Luther and Carol Orton  
Virginia Page  
Jean Parmalee  
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Caroline Pease  
Miles M. Pedersen  
Bettina McAdoo  
Allison Butler and Richard Peers  
Viviana Mur and Jeffrey Peters  
Gail Prickett  
Jan Reed  
John and Shirley Reiter  
Jeannette Rimmel  
Barbara Riper  
Timothy and Perryn Rowland  
Peter Rudd  
Robert Russo  
Paul Sallaberry  
Gary Sanders  
Ellen and Robert F. Sawyer  
Laura Reynolds and Joseph Schertler  
Martin Schiffenbauer  
Jessie G. Schilling  
Shahla Sheikholeslam and  
Jerry Shoening  
Thomas Schwartzburg  
Martin and Barbara Seaney  
Barry E. Sharrow  
Alice Shikina  
James and L. Jeanne Silver  
Carol Simone  
Ann Reisenauer and Richard Simpson  
Sue Singer  
Jane H. Slauson  
David and Barbara Slone  
Stephen and Jill Smith  
Laura Stern  
Douglas and Kathryn Stevens  
The Talakai Family  
Frederick Thompson  
Carmel Triska  
Sybille Katz and Don Van Crevald  
Miriyama Verebasaga  
James Vertin  
Arnold Vezzani  
Terri Watters  
Roger and Trish Way  
Peter Webb  
Thomasyne Lightfoote Wilson  
Stanley and Esther Wojcicki  
Deborah Wright  
Bobbie Wunsch  
Patricia Yeung  
Lynne Young  
Leslie and Marilyn Zatz  
Joseph and Denise Ziony

Donating to Ravenswood Family Health Center is easy and safe.

Visit [www.ravenswoodfhc.org](http://www.ravenswoodfhc.org) and click the **Donate** button.



Ravenswood Family Health Center | 1798A Bay Road | East Palo Alto, CA 94303  
Tel. 650.330.7400 Fax 650.321.4552 | [www.ravenswoodfhc.org](http://www.ravenswoodfhc.org)