



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. We invite you to join with us in our mission.

A handwritten signature in black ink that reads "Melieni F. Talakai".

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

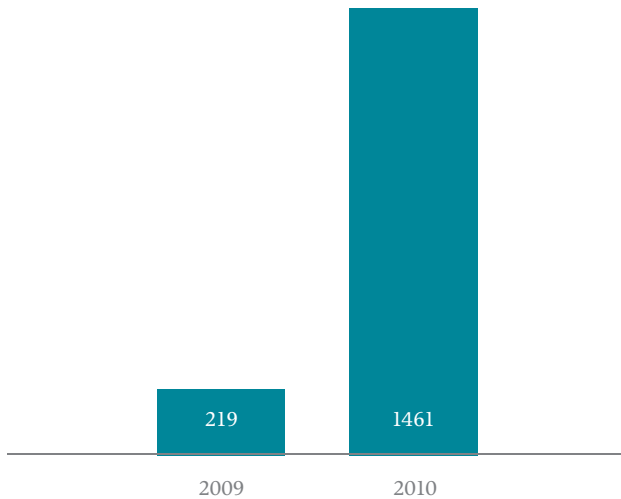
Ravenswood can now draw on the expertise of Silicon Valley leaders who have lined up behind our mission to provide equal access to high quality health care for all. See page 1 for a list of our Advisory.

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

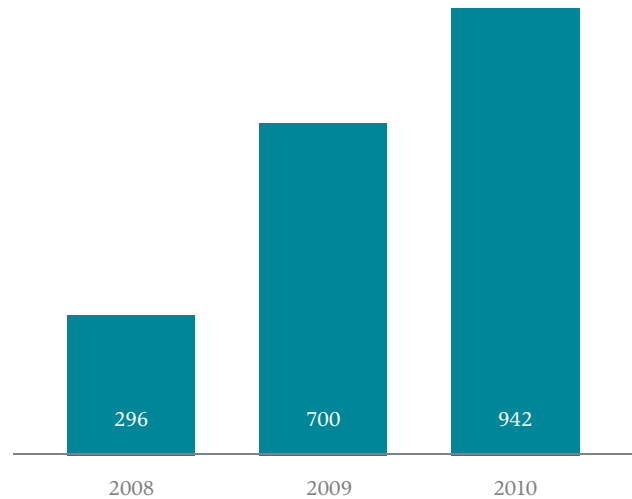
Dental Patients



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

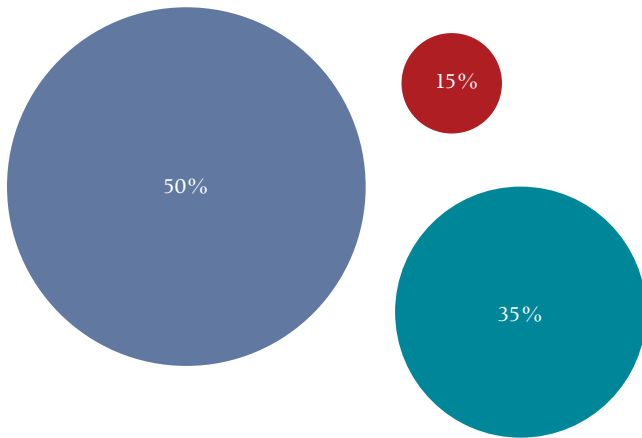
The people behind the scenes who carry out the mission.

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

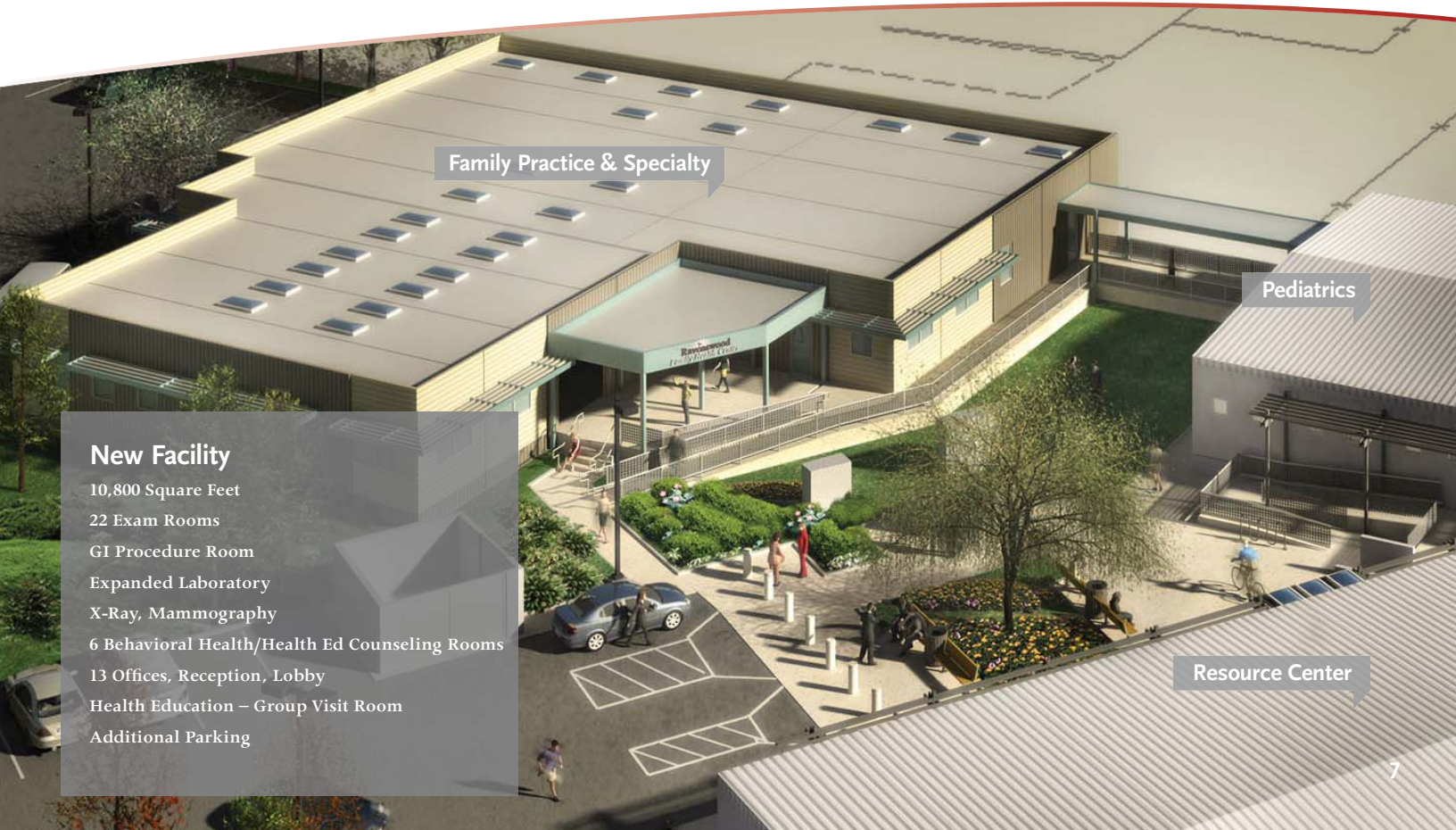
Unmet Need in our Service Area

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



Family Practice & Specialty

Pediatrics

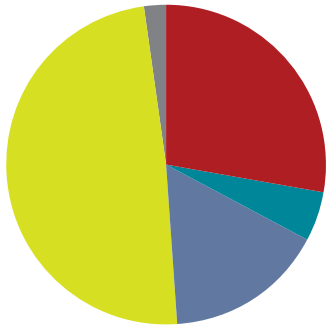
Resource Center

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

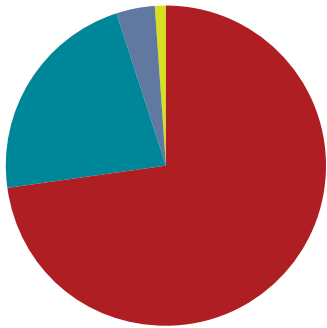
Sustainability

FISCAL YEAR 2009–2010

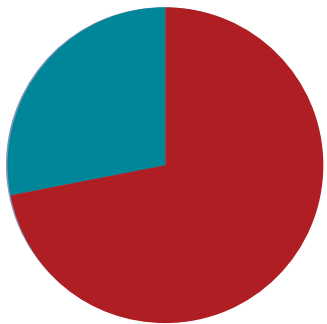


Revenue	
Federal grants	3,075,563
County/State Grants	587,142
Foundations	1,769,836
Public Health Insurance	5,409,836
Donation/Other	168,231
TOTAL	\$11,010,608

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
TOTAL	\$10,772,318



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

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.

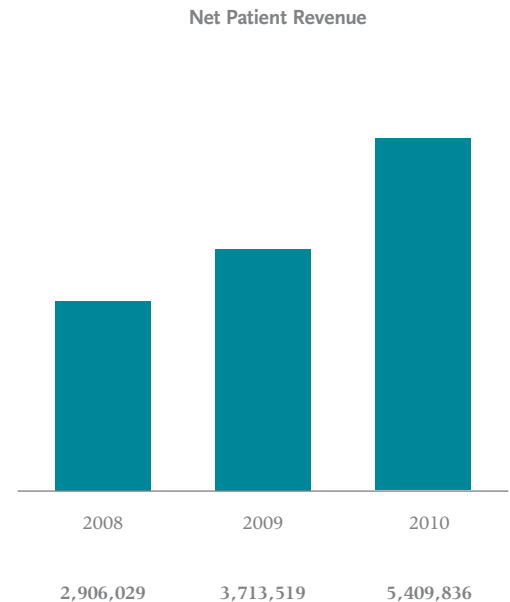
Patricia Bresee Chair, RFHC Advisory Council

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
TOTAL ASSETS	3,734,846	4,584,259	8,413,471
Current Liabilities	922,626	1,169,111	1,360,163
Long-Term Liabilities	500,000	625,000	125,000
TOTAL LIABILITIES	1,422,626	1,794,111	1,485,163
Unrestricted	1,724,082	1,749,882	5,270,681
Temporarily Restricted	588,138	1,040,266	1,657,627
TOTAL NET ASSETS	2,312,220	2,790,148	6,928,308
TOTAL LIABILITIES & NET ASSETS	\$3,734,846	\$4,584,259	\$8,413,471



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

\$500,00–\$999,999

Dick and Susan Levy

\$250,000–\$499,999

Greg and Anne Avis

Greg and Penny Gallo

\$50,000–\$99,999

Pat Bresee

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

Beth Bonora and Michael Laine

Carl and Doris Landman

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Catherine Aries-McMillan

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Mid-Peninsula Animal Hospital, Inc

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Alexander and Alexandra Nemirovsky

Larry and Lorraine Neinker

Lucille Nilmeyer

James Nisbet

Elizabeth O'Hare

Luther and Carol Orton

Virginia Page

Jean Parmalee

G. Lyndall Parsons

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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

Miriama 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 and click the **Donate** button.



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Tel. 650.330.7400 Fax 650.321.4552 | www.ravenswoodfhc.org