



connecting for Health

Patient Care is Top Priority

Marin Community Clinics Exceeds Patient Satisfaction and Quality Standards

By Judith Snead

Imagine having a horrible week – you feel ill, your car battery died and you have no money to replace it, and you just received a letter from your landlord that the rent is being raised. You’ve tried to ignore the fatigue and muscle aches, but now you have a fever and know that you should see your doctor. You’ve been working despite feeling ill, but now you’re too sick to work.

What do you expect when you finally call to make an appointment; when you register at the front desk of the clinic; when the medical assistant puts you in an exam room and checks your vital signs; and when the doctor talks to you and examines you?

You expect to be treated with kindness and respect by highly skilled professionals. That’s what Marin Community Clinics’ patients expect, and that is what our dedicated staff delivers.

We listen to our patients to learn about their experience at Marin Community Clinics. We continue to do what is successful and strive to improve areas that need improvement. In addition to routinely inviting informal feedback, twice a year we administer anonymous Patient Satisfaction Surveys. Results are analyzed by the Quality Improvement Department and reviewed with clinic management who share the results with physicians and other staff.

In addition to high levels of satisfaction, the results indicate areas that need improvement, which match our staff’s observations: wait times, appointment availability, and phone access to medical advice. These indicators reflect the high demand that our clinics have experienced in recent years and the need

for increased access. In response, our operations team is developing new methods to decrease wait times, and we will be expanding hours of operation in the coming months.

Patient Care — continued on page 4



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Patient Perspectives Central to Community Health Care



LETTER FROM THE BOARD PRESIDENT Jerry Oken

It takes a dedicated and talented group of physicians, clinic and administrative staff, board members, and volunteers working toward the same goal to successfully operate and govern a growing community health center such as Marin Community Clinics. I am proud to announce that Linda Tavaszi was recently appointed as Chief Executive Officer. Linda served admirably as Interim Executive Director for the past few months. We are pleased to have such a seasoned professional to guide our staff and volunteers through the opportunities and challenges that lie ahead. I invite you to read more about Linda and her executive team in the following pages and on our website.

In order to stay connected to the needs of its consumers, the majority of Marin Community Clinics' Board of Directors is, and always has been, patient representatives. The patient board members – Carlos Garcia-Bedoya, Michael Harris, Michael Holloway, Freshte Kashani, Sue Mace, and Teo Martinez – provide valuable insights. Their unique input will continue to be crucial as we implement the changes required by healthcare reform. We value their perspectives and appreciate their volunteerism and commitment to our organization. You'll learn of other ways that we invite patient input in this issue.

Key to creating well-being for our patients is remaining financially sound as an organization. Although Marin Community Clinics receives some government grants and enhanced Medi-Cal reimbursements as a Federally Qualified Health Center, those revenues are not enough to cover the costs of providing healthcare to large numbers of uninsured patients. Ensuring that individuals and families without insurance have access to a full range of health services requires that Marin Community Clinics increase its fundraising efforts to fill the gap. To that end, the Board of Directors has adopted a development plan devised by trusted consultants who led us through our successful 2007-2008 capital campaign. As this newsletter goes to press, recruitment of a Development Director is underway.

It is through the generosity of individuals, businesses, and foundations that Marin Community Clinics has been able to continue to provide primary health care for people of all ages and to expand services to include dentistry and behavioral health. In recent months we have assumed responsibility for services – obstetrics and gynecology – that were formerly provided by the County of Marin.

Our staff has the compassion, knowledge, and know-how to manage transitions and continually improve our services. With your contributions, we will continue to have the financial resources necessary to meet the healthcare needs of our community.

San Rafael Clinic Building now owned by Marin Community Clinics

Thanks to a generous donor community, Marin Community Clinics' site at 3110 Kerner Boulevard in San Rafael is now owned by Marin Community Clinics! This is a momentous occasion and a tremendous achievement that will benefit our community for decades to come. After 39 years of providing community-based health care, Marin Community Clinics now truly has a home of its own. This will ensure that Marin's residents in need will have a place to receive affordable health care for many years to come.

To fulfill a capital campaign promise, this spring funds were raised that allowed us to buy the property outright, so there are no mortgage payments. Marin Community Clinics will be relieved of paying rents of \$221,587 annually, or \$3,323,805 over the term of the lease. This will allow us to direct more revenue to patient care.

Always an engaged community partner, the County of Marin, previous owner of the property, provided invaluable assistance

during the process. We extend a heartfelt "thank you" to everyone who made this possible.

The following donors contributed the funds needed to purchase the building:

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Leading Voices

Letter from Linda Tavaszi, CEO

As Marin Community Clinics approaches its 40th anniversary in 2012, I would like to share some history with you.

Humble beginnings

In 1972 local health advocates opened a free clinic at the Episcopal Church of Our Savior in Mill Valley, which served an often-transient population. Throughout the '70s and '80s, the organization that would become Marin Community Clinics held evening clinics in churches across Marin County, staffed by volunteer medical professionals who treated residents who required urgent care.

By 1989 the need for affordable healthcare had increased dramatically. At the same time, Marin General Hospital (MGH) was anticipating closure of its adolescent drug treatment center in the portable building on its campus. That "portable" became home to Marin Community Clinic in 1991. The move allowed growth and expansion of services to include pediatric care.

That expansion was the result of an unprecedented collaboration of government and private agencies. We all realized that caring for people regardless of income before they got sicker was doing the right thing for the right reason. Increased revenue from government contracts and the move to the MGH campus made it possible for the Clinic to almost triple the number of patient visits in the first year – annual visits grew from 5,430 in 1991 to 14,041 in 1992.

Expansion born of necessity

Fast forward to today. Marin Community Clinics' growth has been exponential, resulting in our providing approximately 100,000 annual visits at locations in Greenbrae, Novato, two San Rafael sites, and satellite teen clinics. These locations have increased access significantly, allowing for more health care professionals to provide care and improving convenience for patients throughout the county. All of our sites have behavioral health services and two have dental clinics.

In recent months Marin Community Clinics assumed responsibility for gynecology and obstetrics services previously provided by the County of Marin. Thoughtful collaboration between the County of Marin, Marin Community Clinics, Marin General Hospital, and Prima

Medical Foundation provided for a smooth transition and excellent continuity of care.

As many individuals who previously had "secure" jobs with health insurance have become unemployed and uninsured, Marin Community Clinics was able to provide them with a medical home.



Dr. Aida Calvillo examines a patient in San Rafael Clinic

Looking ahead

In 2012 we will begin our 40th year of removing barriers to medical care for people who can't afford private health insurance. Our next step in facilities growth is to relocate the Greenbrae site from the portable at the MGH campus to another building nearby...stay tuned for more information as we are finalizing the plans!

Marin Community Clinics is continually improving its infrastructure and preparing for healthcare reform. We are coping with state budget cuts while simultaneously there is an increasing need for our services. This is a challenge that agencies throughout the state are coping with.

I urge you to contribute generously to help us maintain our ability to provide health care to anyone who needs it.

Patient Care Top Priority — *continued from page 1*

A new Health Resources and Services Administration grant will allow Marin Community Clinics to hire a nurse practitioner to serve as an advice nurse during business hours; we currently have a nurse advice line for after-hours.

Here are some results and comments from the April 2011 Patient Satisfaction Survey:

Was the office staff helpful, courteous and respectful?

92% yes; the Consumer Assessment of Healthcare Providers and Systems (CAHPS) benchmark is 90%

Did your health care provider treat you respectfully?

95% yes; CAHPS benchmark is 94%

“I have come here for 3 years and have never been treated with anything but great care. My doctor has always treated me with respect and care and his assistants are so kind. I leave feeling like someone does care. The people here are the best. I love them.”

Would you recommend Marin Community Clinics to your family or friends?

90% yes; CAHPS benchmark is 88%

“Every visit here has been blemish-free. Each encounter is great. Employees are knowledgeable and helpful as are the docs. This is the Trader Joe’s of medicine.”

Each of our Marin neighbors, regardless of socioeconomic standing, deserves access to excellent health care. Patient feedback leads us to feel proud of the high quality, respectful care that Marin Community Clinics provides to all of its patients. To measure clinical outcomes, quantitative data is routinely collected and analyzed.

Marin Community Clinics collects and reports data to several entities, including the Federal Government’s Uniform Data System (UDS). All community health centers that receive federal funding, including Marin Community Clinics, are required to report detailed data to UDS. Data are reviewed by the U.S. Health Resources & Services Administration (HRSA) to ensure compliance with legislative and regulatory requirements and improve health center performance.

Marin Community Clinics’ quality improvement system measures the effectiveness of several clinical indicators; those reported to UDS are shared below.

Quality Measure/Indicator	MCC Percentage 2010	HRSA California Benchmark	Regional Benchmark (Redwood Community Health Coalition)
Childhood Immunization Rates	86%	71%	66%
Cervical Cancer Screening Rates for women aged 24-64**	64%	66%	46%
Control of Blood Pressure for Patients with Hypertension Adults with hypertension whose last blood pressure was less than 140/90	70%	64%	N/A
Control of Hemoglobin A1c Levels for Patients with Diabetes Adults patients with Diabetes whose most recent HgbA1c level was ≤ 9. Diabetic patients with HbA1c levels above 9 are considered to have poorly controlled diabetes.	77%	70%	61%

** Prior to July 2010 many of Marin Community Clinics’ women patients were obtaining Pap tests at the County of Marin’s Women’s Health Services; those services were transferred to Marin Community Clinics in July 2010. We expect to surpass California benchmark percentages in 2011.



Pediatricians Lisa Leavitt, MD and Eleanor Chung, MD



Meeting Marin’s Need for a Safety Net

Because of its relative affluence, there are many people who are surprised to learn that 25% of “Marvelous Marin’s” residents live in poverty. Since 1972 Marin Community Clinics has provided health care to our neighbors who struggle to make ends meet.

Marin Community Clinics is a community health center and a Federally Qualified Health Center (FQHC), which are types of health care providers defined by federal statutes and overseen by the Health Resources and Services Administration. Nationwide, community health centers are a critical component of the U.S. health care safety net. Here in Marin, Marin Community Clinics has a 39-year history of meeting the healthcare needs of low-income and uninsured residents. Linda Tavaszi’s column briefly describes our history.

FQHCs are charged with providing comprehensive primary health care – including mental health, oral health, and obstetrics care – to people of all ages directly or through referrals. Having expanded services in recent years, Marin Community Clinics is able to provide all of these services directly for the maximum convenience of patients and for optimal coordination of care. In addition, most of our clinics have on-site laboratory services.

The mission of Marin Community Clinics is to improve the health of our patients and community by providing high quality, cost-effective, culturally sensitive, patient-centered health care.

In the next two years we will adopt changes in our health center practice with the goal of achieving Patient-Centered Medical Home accreditation. Our Board-certified healthcare providers and other staff members welcome the opportunity to increase access and improve services for our patients.



Mark Jacobs, MD, administers a sonogram in the OB clinic



Dentists and Registered Dental Assistants focus on prevention, including nutrition education and oral hygiene instruction

Who We Serve

Patients Served in 2010

Number of Visits by Site		
Greenbrae		26,071
Novato		22,476
San Rafael		31,546
Dental (San Rafael & Novato)		19,130
Total		99,223
Number of Patients by Age		
Children (ages 0-12)	10,585	= 36.81%
Teens (ages 13-19)	2,955	= 10.28%
Adult Patients (ages 20-64)	13,910	= 48.37%
Seniors (65 and over)	1,305	= 4.54%
Total	28,755	
Number of Patients by Gender		
Female	16,721	= 58%
Male	12,034	= 42%
Number of Patients by Federal Poverty Level*		
Less than 200% FPL	20,295	= 70.58%
Above 200% FPL	8,460	= 29.42%
Total	28,755	
*In 2010 FPL is	\$10,830 for an individual, \$22,050 for a family of four.	
200% FPL is	\$21,660 for an individual, \$44,100 for a family of four.	

Our Community Champions

Thank you Raccoon Branch for years of support!

Fondly referred to as “The Raccoons”, the Raccoon Branch of Marin General Hospital Volunteers have been staunch supporters of Marin Community Clinics for over a decade. This group of community-minded women proves that it can be tremendously fun as well as deeply rewarding to raise money and awareness for worthy causes.

Founded in Tiburon and Belvedere 50 years ago, the Raccoons’ events are well-established Marin traditions. Through their annual autumn and spring events (their next Annual Ball in March 2012 will have a Great Gatsby theme) this spirited group raises money for patient care at Marin General Hospital and Marin Community Clinics.

Leadership for the Raccoons Branch includes Jane Marra, President; Vice Presidents Ann-Marie Barnes, Liz Canady, Adrienne Coffey, Julie Flaherty, Pam Healy, Patti Stadlin, and Karra Warrin; Amy Thimmig, Secretary; Emily Heller, Treasurer; MGH Volunteer Board Director Sharon Hilpert;

and Committee Chairs Lisa Mathews, Mimi Ogden, Sheryl Ott, Evon Rieden, and Laura Rousseau.

President Jane Marra says that “the group has always been very impressed by what a great job Marin Community Clinics does in providing healthcare to the underinsured residents in our community. The doctors and staff are so caring and the clinics are run so efficiently! Since we are an auxiliary of Marin General Hospital, we also appreciate the fact that Marin Community Clinics’ existence also helps lower the patient traffic in the Emergency Department. A healthy community is important to us all and we appreciate the wonderful job done by Marin Community Clinics.”

Marin Community Clinics Chief Executive Officer Linda Tavaszi notes that “it would be impossible to keep up with the demands of providing care to our uninsured patients without the support of the Raccoons and other generous donors like them. The Raccoons’ service to those in need is a shining example of Marin’s wonderful community spirit, and we are deeply grateful for their support.”



Photograph by Diane Smith

Raccoon members and sustainers at the 50th Anniversary Celebration of the Branch.

Volunteer Program in Full Swing

By Dee Katson

Marin Community Clinics has always relied on many volunteer medical providers, including specialists, who generously give their time and expertise to our patients. But until now, we have not had the resources to make good use of volunteers who are not medical providers. That gap is now being filled.

Thanks to Natasha Badaa, a Novato native who attends Oregon State University and volunteered as a summer intern in our Human Resources department, we now have a well-designed Volunteer Program staffed by a Volunteer Coordinator. Natasha spent many hours polling staff members, identifying

jobs and projects that could be done by volunteers, and defining a volunteer program that will continue into the future. She even assisted Liz Digan, Human Resources Director, in recruiting and training a *volunteer* Volunteer Coordinator.

The new Volunteer Coordinator, Khadija Ismail, is now on board to help committed community volunteers contribute to our mission. She has listed several available jobs on our website - www.marinclinics.org. Check it out! There is even a downloadable application form on the site. Or you can contact her directly at volunteer@marinclinics.org. We are very grateful to Natasha and Khadija for their volunteerism in support of our patients and our organization.

Meet Marin Community Clinics' Executive Leadership Team

2011 has been a momentous year of change at Marin Community Clinics. As we approach year end, we are proud to introduce you to the leadership team who oversee and guide clinical care, operations, quality improvement, and financial management.



After four months as Interim Executive Director, **Linda Tavaszi** recently accepted the position of permanent **Chief Executive Officer**. Her long history in healthcare administration and deep-seeded connections to Marin Community Clinics

are already serving the organization well. With her previous experience as a Senior Vice President at Marin General Hospital and as CEO of Kentfield Specialty Hospital, she is very familiar with the workings of healthcare services in Marin County. And having served for many years on our Board of Directors, Linda is already steeped in the inner workings of a community clinic environment.



Dr. Georgianna Farren has provided her steady leadership and medical expertise to Marin Community Clinics for fourteen years. She has practiced in our clinics as a physician since the early days when the Greenbrae trailers were THE clinic.

As **Chief Medical Officer** for the last six years, she leads and supports the medical staff who are focused and grounded in our primary mission to serve the underserved residents of Marin County. Dr. Farren currently serves as Secretary/Treasurer on the Board of Directors of the Marin Medical Society. She has extensive experience leading breast cancer research projects.



Edward Murphy joined Marin Community Clinics in March, 2011, in the newly reinstated position of **Chief Operations Officer**. While new to Marin County, Ed has a rich background in public health administration, including positions

with the California Department of Public Health Immunization Branch, UCSF and San Francisco General Hospital, and the Riverside County Community Health Agency. His M.B.A. in Business and Public Policy from Wharton School of Business, and M.P.H. in Health Administration from Loma Linda University School of Public Health combine to create a valuable skill set for leading the operations side of our clinics.



The newest member of the leadership team, **Steve Amos**, was appointed **Chief Financial Officer** in July, 2011, replacing Art Feagles (who continues to work for Marin Community Clinics as a consultant on real estate and technology matters).

Steve joined us in 2010 as controller, learning the financial ins-and-outs of this health center. He is a certified public accountant with extensive experience auditing not-for-profit entities and Federally Qualified Health Centers in California. Steve previously worked at Stanford University and a regional CPA firm, where he developed and taught federal compliance trainings. His knowledge of government financial compliance issues is invaluable as healthcare reform brings changes to community clinics.



When **Dr. Connie Kadera** joined Marin Community Clinics in 2008, she was instrumental in establishing state-of-the-art dental services. She has treated patients and served as **Dental Director** ever since.

While attending UCSF School of Dentistry, she initiated outreach programs for the underserved which have now been expanded nationally, and has often contributed her skills to free clinics for the homeless. Prior to moving to Marin County, she practiced at Mountain Valley Health Centers serving Siskiyou and neighboring counties in northern California. A native of Colombia, Dr. Kadera is fluent in English and Spanish.

What else is new? Visit our website for:

- ❖ Volunteer Opportunities now listed on our re-designed Volunteer Page
- ❖ More about our Executive Team and Medical Staff
- ❖ More photos of Summer Solstice Celebration 2011

www.marinclinics.org



marin community clinics

Administrative Office

6090 Redwood Blvd., Suite G
Novato, CA 94945

Medical Clinics in

Greenbrae
Novato
San Rafael

Dental Clinics in

Novato
San Rafael

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415-448-1500

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Summer Solstice Celebration 2011



Dr. Thomas Peters speaks of the need for equal access to healthcare

The 9th Annual Summer Solstice Celebration benefiting Marin Community Clinics' Pediatric Programs was a smashing success! By all accounts the 2011 event held June 15th at the Marin Art and Garden Center in Ross was the best ever.

The warm summer evening provided a perfect backdrop for celebrating the achievements of two exceptional women who have dedicated their lives to Marin's children – Mary Jane Burke, Marin County Superintendent of Schools, and Judith Flannery, Pediatric Nurse Practitioner at Marin Community Clinics.

With the help of co-hosts Supervisor Susan Adams and Supervisor Steve Kinsey, as well as Dr. Thomas Peters, President and CEO of Marin Community Foundation, and

our own pediatricians Dr. Tracey Hessel and Dr. Alicia Suski, the event was inspiring and memorable. We are grateful to our many business and individual sponsors for their generous support of the event (see donor list insert). Please visit our website for more information and photos at www.marinclinics.org.

Save the date for the 10th annual Summer Solstice Celebration June 22, 2012.

Plan to join us at Marin Art and Garden Center for our 40th Anniversary.



Judith Flannery and Mary Jane Burke accepting their awards

Connecting for Health is a publication of Marin Community Clinics
Editors: Judith Snead, MPH and Dee Katson
Design: Robin Brandes Strategic Graphic Design and Strahm Communications
Printing and Mailing: Strahm Communications
Photos by Vickie Leonard, Patty Spinks and Jerry Downs

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 www.marinclinics.org**

