



Connecting for Health

marin community clinics



FALL 2017

Photo: J. Downs

In This Issue

Protecting the Future of Health Care	1
Quality: Going the Extra Mile	2
Intensive Outpatient Case Management Program	3
County Services Transferred	4
Clinician Spotlight	5
Giving Back to the World Community	5
Donor Profile	6
Fundraising	7
New CEO Appointed	8

Our Mission

To improve the health of our patients and community by providing high quality, cost-effective, culturally sensitive, patient-centered health care.

Preserving Health Care for Those in Need

Not too many months ago, it looked like the Affordable Care Act would be replaced by a new program that would have tremendous negative impact on the underserved.

Uncertainty remains

In early October, federal elected officials had reportedly given up on recent efforts to repeal the Act, which seemed like good news. However, later in the month there were new efforts to dismantle at least a portion of the Act - efforts that could have a catastrophic effect. Undoubtedly, the situation will continue to unfold over the coming months, resulting in continuing uncertainty.

In another legislative process, Congress did not meet the October 1 deadline for renewal of \$3.7 billion in special funding for the country's community clinics. Although we

"Regardless of what the future might bring, Marin Community Clinics is well-prepared for any future changes in the health care environment."

**—Jerry Oken,
Chair, Board of Directors**

are optimistic that this funding eventually will be renewed, the question is "When?" and "How much?" For smaller clinics, delays or decreases in funding could have a major impact on their ability to deliver care.

Advocacy continues

Given the above, associations of community health centers like the Redwood Community Health Coalition (of which Marin Community Clinics is a member) will continue to advocate for access to high quality, accessible and affordable care.



Photo: J. Downs

Marin Community Clinics remains strong

Regardless of what the future might bring, Marin Community Clinics has positioned itself to be well-prepared for any future changes in the health care environment.

Our Board of Directors carefully oversees fiscal and operational management and we have an expert executive management team in place.

Importantly, we are in a stable financial position. We have a deep understanding of the complex funding mechanisms and requirements for Federally Qualified Health Centers. Our two reserve funds allow us to take advantage of new opportunities and adapt to unexpected needs arising from changes in the healthcare marketplace. Finally, we have an Endowment Fund at the Marin Community Foundation which, along with other philanthropic support from the community, greatly contributes to our long-term financial health.

Our patients tell the story

Collectively, the Coalition of 17 clinics serves 240,000 patients. It's patients like these – the most vulnerable – who would be the most affected if access to affordable care went by the wayside.

Read what a few patients have to say about what the Clinics has meant to them (see page 4)

Marin Community Clinics Board of Directors Officers

Jerry Oken
Chair
Cris MacKenzie
Chair Elect
William B. Kerr
Secretary
Daniel A. Segedin
Treasurer
Sue Mace
Member at Large

Members

John E. Boland, III, DDS, MSD
Abigail Cadelina
Nildes Cardoso
Martha Hansen
Michael Harris
Freshte Kashani
Teo Martinez
Alyssa Morris
Stacy Scott
Frank Tavel, MD
Elizabeth Villalobos

Executive Management Team

Mitesh Popat, MD, MPH
*Chief Executive Officer &
Chief Medical Officer*
Connie Kadera, DDS
Chief Dental Officer
Leah Canvasser
Chief Administrative Officer
Liz Digan
Director, Human Resources
David Klinetobe
Chief Financial Officer
Isabela Mihai
Compliance & Privacy Officer
Judith Snead, MPH
Senior Director of Development
Susan Wiebers
*Senior Director, Medical
Clinic Services*

Dental Advisory Committee Volunteers

Barbara Cancilla, RDAEF
Chair
Kent Angerbauer, DDS
John E. Boland, III, DDS, MSD
Yojana De Leon
Carol Essick, RN
Louis Geissberger, DDS
James Villella

Medical Advisory Committee Volunteers

William Mentzer, MD
Chair
Nelson Branco, MD
Georgianna Farren, MD
Phillip Madvig, MD
Frank Tavel, MD

Quality: Going the Extra Mile

By Mitesh Popat, MD, MPH - Chief Executive Officer & Chief Medical Officer

Photo: L. Boughtey



“Quality.” It’s a word that means different things to different people. To patients, it can mean easy appointment-making, helpful staff, modern facilities, timely calls back from providers, and positive health outcomes.

To providers at Marin Community Clinics, it means all of these things – and more. *Are patients getting the right care at the right time? Are issues being identified early on? Do we have an expert team in place? Is our structure set up for success? Are we continually striving to improve? Are we focused on the health of the community at large?*

At Marin Community Clinics, providing quality care is ingrained

in our culture – from our clinicians to the front office team and the Referral Department that arranges specialty care – everyone is involved. It’s about working as a team to ensure that patients not only have a good experience, but stay healthy.

Hard-wiring quality

Having a defined structure that “hard wires” quality is essential. Here’s what we have in place:

- ✓ Medical Directors at each of our five medical clinics, and Chief and Associate Dental Officers, all of whom take a hands-on approach to overseeing quality
- ✓ Clinical Leads in Pediatrics and Ob/Gyn, directors overseeing Behavioral Health, Nutrition, and Health Education, and other medical and dental quality leaders.
- ✓ Comparison of our patient outcomes to national and regional standards, taking action where we find opportunities for improvement
- ✓ Participation in outside surveys that give us an objective view of our performance

- ✓ Active participation in regional efforts to improve health outcomes for patients who are high risk for conditions such as diabetes, hypertension, heart disease and stroke
- ✓ Quality Department devoted to tracking and improvement, including patient feedback
- ✓ Peer review sessions, where our clinicians learn from each others’ cases
- ✓ Monthly provider education sessions to discuss new developments in the fields of medicine and dentistry
- ✓ Medical and Dental Advisory Committees comprised of community members with expertise in their fields

“At Marin Community Clinics, providing quality care is ingrained in our culture.”
Mitesh Popat, MD, MPH - CEO & CMO

Are we perfect? No, but we are getting better and better. Everyone is involved,

and it’s a continual focus. Ultimately, it comes down to people – the staff’s commitment to our mission and why they came to work here, getting the right team and processes in place, and our leadership team.



National Quality Award received

In August, Marin Community Clinics received a \$108,944 award from the Health Resources and Services Administration (HRSA), the federal agency that governs the 1,333 federally-qualified community health centers in the country. Proudly, we were recognized as a Health Center Quality Leader. We were also recognized for our work in quality improvement, our Patient-Centered Medical Home model of care, and our use of the Electronic Health Record.

Helping Patients with Complex Medical Needs

Our Intensive Outpatient Case Management Program

Q&A with Catherine Cappelletti, RN, PHN, Nurse Care Coordinator

Q What is the Intensive Outpatient Case Management Program?

A This is a RN-led program that coordinates care for patients with multiple chronic illnesses and/or complicating social factors such as homelessness. We help by coaching them so they can better manage their chronic conditions and we also connect them with the services they need. The Program was developed by Partnership HealthPlan of California (Medi-Cal's insurance program for Marin County), which saw a need to provide better care for these patients and improve their health outcomes.

Q What kind of patients are in the program?

A To qualify for the program, patients must be enrolled in Partnership HealthPlan and have at least two chronic conditions – examples are asthma, diabetes, congestive heart failure, brain injuries, and behavioral health diagnoses. Plus, they must have a recent history of multiple emergency room visits or hospital admissions. We currently have about 40 patients in the program.

Jaime's Story

Jaime Faurot (age 46 and a native of Malaysia), has been a Clinics patient since 2012. She suffers from a host of problems — extreme chronic pain due to spinal stenosis, hypertension, fibromyalgia, gastric issues, and stress. Life can be a struggle, given her limited functioning and the difficulty finding the right care. As she says, *"tying it all together is hard."*

Working together to sustain care

Earlier this year, Jaime became part of the Intensive Outpatient Case Management Program. *"Working with Catherine has made it more manageable,"* she reports, *"and I depend a lot on the Clinics. She is always finding ways to help me – even things that may seem simple, like getting me a biofeedback machine that I couldn't otherwise afford, finding transportation to my medical appointments, or making sure that specialists have my medical records."*

Q What kind of help do you give to patients?

A I help patients develop their personal health goals, provide support in improving their self-management skills, coordinate with the Clinics care teams to reinforce patient goals, and bridge any potential gaps between outside specialists. All of this adds a level of care that can make a big difference.

The patients and I have frequent check-ins – either in person or via telephone. These check-ins also allow patients time to discuss questions and concerns prior to their next appointment. Importantly, since I work closely with them, I am able to identify seemingly subtle factors that may be affecting their overall lives and health maintenance. If additional services are needed, I assist with referrals, coordination and follow up.



Patient Jaime Faurot with nurse coordinator Catherine Cappelletti

In addition to frequent visits and calls with Catherine, Jaime sees her primary care physician at the Novato

Clinic twice a month. She receives acupuncture, chiropractic care, trigger point and steroid injections, as well as physical therapy. She also utilizes the Clinics' weekly pain and stress management classes. Given her medical complexity, she faces ongoing challenges, such as communication with insurance companies and timely referrals to specialists. *"It's a long journey and not always easy,"* concludes Jaime, *"but we are working together to sustain my care."*

For more information about Marin Community Clinics
visit www.marinclinics.org or email info@marinclinics.org

Find us on Facebook, LinkedIn & Twitter

facebook.com/marinclinics • linkedin.com/company/marin-community-clinics • twitter.com/marinclinics





What's New at Marin Community Clinics?

County to Transfer Patients to Marin Community Clinics

In the coming months, community members who currently receive dental and infectious disease services at the County of Marin's Department of Health and Human Services clinics will be transferred to Marin Community Clinics for care. Patients being transferred will include adult and pediatric dental patients as well as patients needing treatment for HIV, Hepatitis C, sexually transmitted diseases, and tuberculosis. Services will be provided in the same San Rafael locations as they were before, but the care will be provided by the Clinics team.

Patients will receive integrated, comprehensive care

Approved by the Marin County Board of Supervisors, the decision was based on a recommendation from County health leadership to ensure that the patients – among the most vulnerable in the community – will receive integrated, comprehensive care.



Photo: L. Boughey

Patients will have access to the full range of the Clinics' services, including all medical services; behavioral health; nutrition, health education, prevention and health screenings; social work services; enrollment in insurance and nutrition benefit programs; referral to outside specialists; and, on-site pharmacies

and labs. Importantly, each patient will have a primary care physician who understands his/her full medical needs.

"Research shows that patients who have coordinated care within one system have improved outcomes, including fewer emergency room visits and hospital readmissions," reported **Matt Willis, MD, MPH**, the County's public health officer.

Smooth transition for patients

The County and Marin Community Clinics are working side-by-side to make this a seamless transition for the patients and to ensure their access to care.

Multiple work teams are meeting regularly to prepare for the transfer. In addition, the Clinics is recruiting additional dentists, registered dental assistants, and support staff to increase appointment access, and also plans to hire an infectious disease specialist. Both the County and the Clinics are communicating directly with patients to answer any questions or concerns, and a number of patients have already set up appointments at the Clinic.

"This is an important effort towards reducing the often challenging fragmentation that characterizes the health care system. It's about providing 'whole person care.'"

—Mitesh Popat, MD, MPH
Chief Executive Officer and Chief Medical Officer

Dental patients were scheduled to be transferred on November 13; medical patients will likely be transferred in early 2018.

Preserving Health Care for Those in Need continued from page 1

"I'm a new man. Now, I can pick up my children!"

— Jorge S., chronic hip pain sufferer and father of three children, whose surgery was arranged by the Clinics after extensive outreach to community surgeons

"It's all there – primary care, pediatric specialty care and referrals, behavioral health, dental, pharmacy. We've used it all."

— L. Hinck

"When I first came to the dental clinic, I was scared. If I had to go to the dentist now, I would be happy because they are helping me."

—Carlos, 10 years old

"God blessed me by putting [the patient navigator] into my life, especially since I can't read. She helps me as much as possible and treats me with respect."

— Martina R.

"The Clinics goes the extra mile to treat our patients with compassion."

—Chris Bonfiglio, CEO of Casa Allegra Community Services, which supports adults with intellectual and developmental disabilities.

"I depend a lot on the Clinics. Catherine [the coordinator of the Intensive Outpatient Case Management Program] has made it more manageable... she is always finding ways to help me."

— Jamie F. (see story on page 3)

Clinician Spotlight: Meet Caren Schmidt, PsyD

The Clinics' lead Pediatric Behavioral Health provider, **Dr. Caren Schmidt**, has had a life-long passion for helping children. *"I've wanted to be a child psychologist since I was 13 years old,"* she reports.

Schmidt's interest was sparked when, as a junior camp counselor, she was able to help a troubled child. This started her on a path that included completing a doctorate and working at SF General Hospital – all with a special interest in helping underserved children who have suffered from trauma.

Two years ago, she was recruited by the Clinics to expand our Pediatric Behavioral Health Program. Clinics leader **Mitesh Popat, MD, MPH** reports that the program has grown tremendously since she joined. *"Previously, we assessed patients and referred them for treatment. Now, we provide 8-10 therapy sessions; offer individual, group and family therapy; and, train graduate students."*

In addition to overseeing the program and supervising interns, Dr. Schmidt sees patients 2 ½ days/week. *"Many of these*



children suffer from problems such as homelessness, domestic violence, fear of their parents being deported, and painful past events in their home countries. Their issues show up in different ways – problems in school and at home, depression, anxiety, fear, and mood changes."

Behavioral health is part of integrated care

Schmidt credits both the Clinics' providers and the families with making her job meaningful. *"The caliber of providers is unparalleled,"* she explains. *"Our pediatricians are knowledgeable, compassionate, and very attuned to their patients' psychosocial needs. And we are fully integrated – the primary care providers often call us the moment they identify an issue, and we are there on the spot to help."*

"The families are amazing," concludes Schmidt. *"They will do whatever is necessary to help their children. Even after everything they've been through, they are resilient. It is an honor to work with them. I love working here!"*

Giving Back – A Letter from Guatemala

*Guatemala, Cambodia, Vietnam, Nepal, Burma, and India...Marin Community Clinics dentist **Bich Nguyen, DDS** has been to all of them – but not for vacations. Twelve weeks each year, she travels to underdeveloped countries to provide much needed dental care.*



Bich Nguyen, DDS & Rebecca Santana, RDA (L to R) with a patient

Born in Vietnam, I emigrated to the U.S. with my family when I was 10 years old. My interest in dentistry started early (when I was in high school) and I eventually completed dental school at UCSF and opened a private practice.

Seven years ago, my life changed when I had the opportunity to serve as a volunteer dentist in Vietnam. I fell in love with the mission of service, so decided to give up private practice, work at Marin Community Clinics, and devote more time to international volunteer work.

When I volunteer, I work under the auspices of Global Dental Relief and Medico.org, traveling to Southeast Asia, Central America, and India. Sometimes, I serve as team leader – and sometimes I even take my teenage sons to assist with non-clinical duties. It's a real eye opener for them!

About 90% of the patients overseas are children. The team performs extractions, fillings, and cleanings, but also focuses on oral health education.

It's heartbreaking. Most of these kids have never had any dental care. But we know we are making a big difference in their lives when we see the improvement on our return trips. Sometimes all they need during our next visit is a cleaning!

As I write this, we are in Guatemala. This trip, I am accompanied by **Rebecca Santana**, a registered dental assistant at Marin Community Clinics, who I sponsored so that she could help. In just the first two days, our team of four dentists, three hygienists and 14 non-dental volunteers screened 246 kids!

— *Bich Nguyen, DDS, emailing from Guatemala, August 2017*

Your Contributions Make a Difference

Volunteer/Donor Profile: Lou Geissberger, DDS

If you have ever visited our San Rafael dental clinic, you know that it is not only hi-tech, but also a friendly and comfortable environment. What you may not know is that a local dentist, **Dr. Lou Geissberger**, was instrumental in its development.

Dr. Geissberger, who retired in 2007, cared for several generations of Marin families during his 50 year career. He began volunteering early on, conducting dental exams at the San Anselmo/Fairfax Children's Center and Hanna Boys Center. Marc and Jeffrey, two of his four sons, went into dentistry and eventually took over his Greenbrae practice.

When he was practicing, the County of Marin had a small dental clinic in San Rafael – but it didn't come close to meeting the needs of Marin's low income residents. In 2008, Marin Community Clinics, in an effort to increase access to care, decided to open its own dental program.

Stepping up to the plate

Former CEO **Linda Tavaszi**, knowing that Dr. Geissberger had recently retired and had expertise in constructing and designing medical/dental buildings, approached him for help. He immediately stepped up to the plate, spending untold hours designing six dental operatories, a sterilization room, lab space, reception area, and waiting room.

He also donated the funds needed to purchase state-of-the-art equipment. But, he didn't stop there.

Knowing that patients (especially children) can find the experience intimidating, he was committed to creating a home-like atmosphere, and personally hired a specialized interior



Dr. and Mrs. Geissberger at a Solstice event

designer. "We created a quiet room for the kids, hung mobile clouds from the ceiling, added carpeting as well as baffles to reduce the noise," he explains. "We also hung big photos of cheerful kids – all to make it more comfortable." Later, when the dental clinics were in need, he contributed funds for televisions and carpeting for the waiting room.

Valuable input makes a difference

Today, Dr. Geissberger (now 86 years old) is a member of our Dental Advisory Committee. As a result of his valuable input, we have made improvements such as extending days and hours of operation. He and his wife **Jane** are regular attendees at our Summer Solstice event, and he continues to encourage dental specialists such as oral

surgeons and root canal specialists to donate their services. "As a colleague of mine said, 'You can get a real buzz when you donate your time.'"

What does he think about the dental program as it stands today? "The team provides outstanding care," he says. "Dr. Kadera, the Chief Dental Officer, has done a superb job leading the program and recruiting a team of excellent providers. And the work they do in preventive care and oral hygiene is impressive. So much of

the decay and tooth pain that we see — pain that can keep children out of school — can be easily managed by education and prevention."

"The Clinics' dental team provides outstanding care...the work they do in preventive care and oral hygiene is impressive."

—Dr. Lou Geissberger, retired dentist and donor

Today, our dental clinics operate seven days a week, we have 26 dentists on our staff, and we conducted over 48,000 visits in 2016 – and the numbers continue to grow. Our heartfelt thanks to Dr. Geissberger for his generosity and for making this program the success it is today!

If you would like to make a donation online rather than through the mail, please visit

www.marinclinics.org/support-us. If you would like a tour,

please email gifts@marinclinics.org or call **415-526-8527**.

Bereavement gifts are a meaningful way to both honor a departed friend or loved one and to support the Clinics.

When long time supporter **Gerson Jacobs, MD** recently died, the Clinics had been named as one of his beneficiaries.

We've received a number of generous gifts from his friends and former colleagues, and are most appreciative.



We All have Birthdays!

See what our supporters are doing to celebrate

We all have birthdays, often marked by joyous celebrations. While receiving gifts can be wonderful, people are increasingly using the occasion to support causes about which they deeply care.

Birthday fundraisers are simple — all you need to do is pick an organization that you care about. Then, let people know that, *“Instead of spending money on a birthday gift for me, please donate to this amazing organization that will put it to good use.”* Because everyone who gives to your effort also has a birthday, you just might inspire your friends and family to launch their own birthday fundraisers, creating a chain reaction.

Marin resident issues a special invitation

Earlier this year, **Mark Jacobs, MD** used Evite to send out birthday invitations, asking his friends and family to honor him on his birthday by donating to Marin Community Clinics in lieu of gifts.

Dr. Jacobs was a founding doctor of Marin Maternity Services, which opened its doors in the late ‘70’s and started delivering 30-40 babies a month. In 2011, when the County of Marin’s obstetrics and gynecology service was moved to Marin Community Clinics, Dr. Jacobs participated in that transition and worked at the Clinics until he retired.

He is proud of what we do, and explains that *“I am always looking for new ways to contribute to the good work.”*

Even children are joining in

It’s not just adults participating in this phenomenon; surprisingly, children are doing it too. Imagine the impact it could have on the future when children learn life lessons about giving and supporting their community!

This summer, Clinics staff member **Lindsay Boughey’s** daughter was invited to yet another birthday party. In lieu of gifts, the invitation suggested donating to support Marin Community Clinics and the children who receive their medical and dental care here.

Birthday fundraisers bring the wonderful feeling that comes from giving to a noble cause

“What a great way to teach philanthropy and foster altruism,” says Lindsay, “while also eliminating the inevitable clutter of random plastic objects that eventually cover every square foot of your home!”

Charitable contributions to Marin Community Clinics are what enable us to have that margin of excellence that we are known for. Please consider asking your friends and family to donate to Marin Community Clinics for a birthday or other special occasion.

Summer Solstice a big success

Community health clinics such as ours were founded to serve low-income, under-insured and uninsured patients. Contributions from community and philanthropic partners allow us to provide the margin of excellence for every person that walks through our doors, regardless of their ability to pay.

The Summer Solstice Celebration is our annual fundraiser, and we are proud that it has grown alongside our nine clinics. The 2017 Summer Solstice Celebration was our most successful event yet, raising \$110,000 and hosting over 250 supporters at the Marin Art and Garden Center.

Thank you to all of our sponsors and guests for making the Summer Solstice a memorable occasion!

We look forward to seeing you all at next year’s celebration on June 20, 2018.



Joe O’Hehir, Kathleen Woodcock, Becky and Jerry Oken (L to R) at the 2017 Summer Solstice

Photo: L. Boughey



marin community clinics

Administrative Office

1177 East Francisco Blvd., Suite B
San Rafael, CA 94901

Medical Clinics in

- Larkspur
- Novato
- San Rafael

Dental Clinics in

- Novato
- San Rafael

To make an appointment:

415-448-1500

**To make a donation or
arrange a tour:**

415-526-8527

www.marinclinics.org

*If you would like to be removed from
future mailings, please call 415-526-8527
or email us at gifts@marinclinics.org*

Marin Community Clinics complies with
applicable Federal civil rights laws and does
not discriminate on the basis of race, color,
national origin, age, disability, or sex.

NONPROFIT
U.S. POSTAGE
PAID
SAN RAFAEL CA
PERMIT NO. 2

New Marin Community Clinics CEO Appointed

On October 23, following an extensive search by the Board of Directors, **Mitesh Popat, MD, MPH** was appointed CEO of Marin Community Clinics.

Dr. Popat, who is a board-certified family practice physician, first joined the Clinics in 2013 as Chief Medical Officer. In early 2017, he was appointed Associate CEO; he has served as Interim CEO since August.

"We are in good hands"

"We are very excited to have someone of Dr. Popat's caliber in this role," explained Jerry Oken, Board Chair. "He brings an impressive array of clinical, administrative, and strategic planning expertise. These qualities, coupled with his superb medical leadership, commitment to quality, and devotion to our Clinics and the community we serve, make him the ideal person to serve as our new CEO. We are in good hands."

"It is a tremendous honor to be appointed to this position," said Dr. Popat. "Community clinics play a vital role in the health of the overall community, and our mission is now



Photo: L. Boughey

more important than ever. We provide top quality care, have an extremely strong team, and are financially strong. I look forward to continuing to enhance our great work."

Popat received his medical and public health degrees from Tufts University School of Medicine. Prior to joining Marin Community Clinics, he served as Associate Medical Director of La Clinica de la Raza (Vallejo). He is a resident of Novato. Dr. Popat will continue in his role as Chief Medical Officer until a new medical leader is hired.