



A CAMPAIGN FOR THE NEXT DECADE

Case for Support

Marin Community Clinics is the third largest health care system in Marin County, with medical and dental clinics in Larkspur, Novato, and San Rafael. Treating patients across the socioeconomic spectrum, the vast majority (96%) of its patients are economically disadvantaged and lack private health insurance. Without access to the Clinics' portfolio of services, many individuals with low incomes would only seek episodic care through visiting costly local emergency departments. The Clinics aim to continue to break down barriers to care, while expanding reliable comprehensive and preventable healthcare services within the community year-round.

Since completing its first capital campaign in 2008, the number of patients served by Marin Community Clinics has more than doubled from 16,000 to over 38,000, and patient visits grew from around 53,000 to over 203,000. With high unemployment due to COVID-19, the demand for services has increased at an alarming rate.

GROWING A RESILIENT AND RESPONSIVE HEALTH CARE SYSTEM

Philanthropic contributions have enabled the Clinics to maintain the highest medical standards and innovate with thoughtful, compassionate health care. Marin Community Clinics has identified four critical projects to meet Marin County's emerging health care needs and increase its capacity to respond to those needs. The pandemic has magnified the important role that Marin Community Clinics plays in creating a healthier community for all. Whether a person has lost their job and employer-paid health insurance, or still has insurance but their primary care provider is retiring, the Clinics is here for them now and in the future.

This campaign expands critical clinical capacity in Greenbrae and San Rafael while ensuring its facilities remain adequately staffed. **Donors are being asked to invest in these key initiatives as Marin Community Clinics prepares for the next ten years while responding to the immediate demands of the COVID-19 crisis.**

The pandemic has highlighted the fact that medical needs within the community are elastic, and can change abruptly. As such, Marin Community Clinics must be able to adapt, respond, and serve the County's healthcare needs by filling the gap and offering the best possible healthcare solutions to those in need.

FOUR KEY PROJECTS DEFINE THE FUTURE OF MARIN'S HEALTH CARE NEEDS

1. DENTAL CLINIC EXPANSION IN RESPONSE TO A BURGEONING NEED

4th Street Dental Clinic

From 2008 when Marin Community Clinics first provided dental services in its Geissberger Dental Clinic in the San Rafael Canal neighborhood, the number of people receiving dental care grew to nearly 20,000 individuals, receiving over 64,000 visits in 2019. Since the inception of its dental services, the Clinics has also opened a dental clinic in Novato in 2010, added more chairs to both sites in 2016, and opened a third site in downtown San Rafael in 2018. Marin County Department of Health and Human Services previously operated the downtown San Rafael location, on 4th Street, to provide oral health services to adults. In 2018, the County requested that Marin Community Clinics take over the operation of those services.

Although the Clinics has greatly increased dental care for children, teens and adults, Marin's need for these services remains unmet. Today approximately half of the Clinics' medical patients also receive dental care – which means that the other half do not. As oral health is significantly correlated with overall health, more dental services must be made available.

Marin Community Clinics is expanding our dental services at 411 - 4th Street in San Rafael. While formerly leasing a portion (3,230 square feet) of the 4th Street building space, this purchase enables the Clinics to significantly expand dental operations and dedicate the entire 4,971 sq. ft. facility to dental care.

This facility will feature new patient exam rooms, an x-ray area, dental offices, and increased space to treat more patients. After ramp-up, the Clinics anticipates approximately 15,000 annual visits providing a broad range of services – examinations, cleanings, fillings, root canals, extractions, and dentures. The proposed expanded and enhanced Dental Clinic will shorten wait times and provide a base for outreach to new and lapsed patients.

The total amount being sought in donations to respond to the dental crisis in Marin is \$3 million.

2. A CRITICAL EXPANSION OF HEALTH CARE FOR ADULTS

Greenbrae Clinic

From 1992 through 2014, Marin Community Clinics operated out of a leased modular building on the grounds of MarinHealth Medical Center (formerly Marin General Hospital) in Greenbrae. In order for Marin General to begin to rebuild its campus, Marin Community Clinics was asked to move to a new location in 2014. After several months of unsuccessful attempts to purchase suitable space in the area near the hospital, the Clinics leased space in a nearby building at 5 Bon Air Road in Larkspur. We transferred pediatric patients from Greenbrae to the Clinics' Cahill Family Medical Clinic in San Rafael.

While this location offered modern amenities in a building designed for medical practice, it was much smaller than the Greenbrae clinic and contained fewer patient exam rooms. Not surprisingly, it was soon at full capacity.

Many patients at the Larkspur clinic have complex medical and psychosocial needs and are best served near specialists' services. After extensive consideration of real estate opportunities near the hospital, Marin Community Clinics recently

elected to execute a 10-year lease for a 5,336 sq ft medical complex at 1260 S. Eliseo Boulevard in Greenbrae. This was the best option to meet the requirements of the Clinics; no adequate space was for sale. It is close to many specialists who treat Clinics' patients, is near public transit, and has free parking. The new facility will have 11 exam rooms, pharmacy, and space for patient education and behavioral health visits. It is more than double the capacity of the Larkspur site and will be used exclusively for adult patient visits. Marin Community Clinics' increasing focus on geriatric care is reflected in the new facility's proximity to much of Marin's senior population. We anticipate a two-year ramp-up with 4,400 annual patient visits then 17,600 annual visits thereafter.

The total amount being sought for the new medical clinic and pharmacy in Greenbrae is \$2 million.

3. A NEW, CONVENIENTLY LOCATED HEALTH CARE, BEHAVIORAL HEALTH, AND TELEMEDICINE CLINIC

San Rafael West End Medical Clinic

While Marin Community Clinics' plans to expand medical services were in place before COVID-19 hit, the pandemic shined a spotlight on the inequities within Marin County, reshaping the Clinics' priorities. The majority of the most vulnerable and underserved community members were either suffering well before the pandemic, lost income because of it, or remained in a difficult situation as essential workers – putting their lives and their families at risk while working low-wage jobs to put food on the table.

The pandemic offered the Clinics a renewed perspective, and inevitably changed the scope of this campaign. The pandemic not only further validated the Clinics' mission and impact within the county; it provided an important lesson for the future: The work is not done. With the community's most underserved population prior to the pandemic being hit hardest during it, the need for expanded medical, behavioral health, and telemedicine services is greater than ever, and isn't going away.

From a real estate perspective, the pandemic also brought opportunity for the Clinics that did not previously exist: It made acquiring the commercial space at 1618 2nd Street in San Rafael a possibility. At 1,974 sq. ft., the West End Clinic will increase medical services, expand the behavioral health program, and enhance telemedicine and technology to address the needs of the community head-on. The Clinic's central location will also be easily accessible by public transportation, and offer a far more convenient option to patients and prospective patients in surrounding areas such as Fairfax and San Anselmo.

This convenience is a crucial component in breaking down barriers that prevent the most vulnerable members of the County from seeking healthcare. The West End Clinic will also sit approximately one mile from the 4th Street Dental Clinic, allowing the Clinics to scale up a wide range of comprehensive and preventative services spanning the Downtown area.

The total amount being sought to open a centrally located medical, behavioral health, and telemedicine clinic in San Rafael is \$2 million.

4. A COMMITMENT TO HIRING AND RETAINING THE BEST AND THE BRIGHTEST

Marin Community Clinics is in one of the country's most competitive markets for recruiting and retaining top medical talent. The proximity of competition from excellent medical practice options, coupled with high housing costs, make it very challenging to staff the Clinics with the caliber of health care providers that sustain its high standard of care.

Touching Lives Through Health™

In addition, California faces a shortage of primary care physicians. According to CalMatters, medical students are often drawn to specialty care, which pays more than primary care, due in-part to the need to pay high student loan debts.

Dr. Mitesh Popat, CEO, and the Board have taken a bold and innovative step in responding to this challenge by creating a 'Providers Recruitment and Retention Fund' (PRRF). The Clinics will operate and manage the PRRF as a Board Designated Reserve Fund (BDRF). BDRF's are invested for long-term growth and a specific percentage of this Fund will be available for use on an annual basis. Marin Community Clinics' Board presently manages two other BDRFs. This allocation will be available for signing and retention bonuses for student loan repayment or re-location costs to recruit new providers.

Initial 'seed' funding of \$1 million in donor investments will launch the Fund, with an on-going fundraising program intended to grow the principal. The 'start-up' \$1m corpus will be distributed in \$10,000 signing enhancements plus \$10,000 a year for three years in new-recruit settlement assistance. Dr. Jose Chibras, Chief Medical Officer, and Dr. Elizabeth Horevitz, Chief Behavioral Health Officer, will develop qualification criteria. Dr. Popat, reporting to the Clinics' Board, will manage the PRRF, with the investment of the PRRF by an appropriate, independent firm. An annual review will assess the impact and results of the program, loan performance, and comparative data on workforce stability.

A CALL TO INVEST IN CONTINUED HEALTH CARE ACCESS AND QUALITY CARE

Marin Community Clinics is raising \$8 million through a blended campaign to fund these key components of its strategic vision for the next 10 years. Its last campaign of this magnitude generated \$9 million in 2007-2008 to lease and renovate clinic facilities in San Rafael's Canal area and Novato.

While adding new facilities and a new Provider Retention program will require additional staffing and overhead, the Clinic's financial structure, through our various governmental funding channels will provide adequate revenue to meet these increased costs. While these funding sources are targeted for operations, philanthropy is our primary source for capital improvements.

The Campaign for the Next Decade offers pledge payment options with significant naming opportunities available for each project.