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+ KEY UPDATES

2020-21

ANNUAL REPORT

MARIN COMMUNITY CLINICS
KEY ACCOMPLISHMENTS

- Partnered with the County of Marin in combating COVID-19, leading a massively successful response in curbing the spread of the virus within our community through testing, vaccination, and treatment
- Launched a new clinic at 1260 S. Eliseo Drive, Greenbrae with enhanced services for older adult patients (visit marinclinic.org/campaign for more details on our continued expansion plan!)
- Further expanded telehealth visits to boost patient access to services

Our mission is to promote health and wellness through excellent, compassionate care for all.



CEO MESSAGE:
A YEAR OF TOUCHING LIVES THROUGH HEALTH

Over the past year, Marin Community Clinics was tested. Although we bent, we never broke, and for that, I am grateful. We are most certainly a more resilient organization now. I am extremely proud of every one of our staff who have supported our mission, lived our values, and helped us overcome enormous adversity. 2020 gave new meaning to community health, and it reinvigorated my own perspective on the importance of our work. I am feeling hopeful and excited about the future.

It's easy to focus solely on the pandemic and our tremendous COVID response effort when reflecting on the past year, but that doesn't tell the whole story. We innovated, and found ways to ensure our patients had access to all of our many services. We advanced our care through technology. For many, this pandemic sparked a revelation that we've understood here at the Clinics for quite some time: **Access to healthcare services, for everyone, makes a truly healthy community.** The need for our services is greater than ever, and I can assure you that Marin Community Clinics will not back down, and in fact, we're scaling up.

Our commitment to our patients never faltered. We launched the new Greenbrae Clinic in February, further expanding our care and services for older adults (*I'll be sharing more on our exciting expansion plans very soon*). We've taken leaps in becoming a more trauma-informed organization. We've helped families bring tiny new additions into the world and our community, while providing others with a better understanding of contraception and safer sex practices through our education programs.

This annual report is all about our impact, and I couldn't be more proud. You should be too – your continued support (and every name listed within these pages) enables us to expand our impact. When you contribute to Marin Community Clinics, you join all of us in "touching lives through health" every day. Thank you for that!



Mitesh Popat, MD, MPH

Further established a true "one-stop-shop" care network, offering comprehensive and compassionate medical, dental, and behavioral health programs, specialty services, convenient on-site pharmacies, and more

Implemented trauma-informed care and trained staff in screening patients for Adverse Childhood Experiences (ACEs)

BECOMING TRAUMA-INFORMED:
SEEING PATIENTS THROUGH A NEW LENS

What does it mean to become a "trauma informed" organization? How can screening for "ACEs" help promote a safe environment? If you're not familiar with the terminology, that could be because organizations and community health centers are new to implementing a framework for trauma-informed care and Adverse Childhood Experiences (ACEs). Marin Community Clinics has fully committed to this work, and in doing so is helping lead the charge in California.

"Trauma-informed care acknowledges that most of us, as children, have experienced some adversity," explains Elizabeth Horevitz, PhD, LCSW, Chief Behavioral Health Officer, "and we know that the amount of adversity or trauma that a child experiences early in life can affect long-term health outcomes." Examples of ACEs include witnessing or experiencing violence within the home or the community, child sexual abuse, neglect, or growing up in an unstable environment that may include multiple traumatic experiences.

ACEs are common (according to the CDC, nearly 61% of adults surveyed have reported experiencing at least one, and 1 in 6 reported experiencing 4 or more) and they have lasting, negative consequences. Research has proven ACEs have a negative effect on health, well-being, and life opportunities such as education and job potential. The good news? The experiences don't always lead to poor health outcomes, and Clinics staff now have the intervention tools that help prevent lasting negative impacts of ACEs.

That's what trauma-informed care is all about. It's changing the dynamic from "what's wrong with you?" to "what happened to you?" and giving staff the tools to view situations through a trauma-informed lens. The results have been astonishing, and not solely for patients. Becoming a trauma-informed organization is transforming the workplace culture at the Clinics as well – embracing these practices is giving patients and staff a shared sense of safety and resilience.

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"The Clinics stepped up to mitigate an unprecedented public health crisis. We are both humbled by and thankful to our employees who rose to meet the crisis, often putting themselves at risk."

Daniel Segedin, Board Chair





TECH BOOM: A DIGITAL UPGRADE BY NECESSITY

If life comes at you fast, as they say, then technology comes at you like a bolt of lightning. It's unpredictable, overwhelmingly powerful, and has the ability to change the world around it. By the time you're hearing about it, a technological advancement has already struck (and another one is on the way). Such is the nature of working in IT. So when the COVID-19 pandemic abruptly upended daily life, potentially bringing everything to a screeching halt, **Leah Canvasser, Chief Information Officer**, began navigating the storm. "It required an immediate response," said Canvasser. "We had to pivot to remote work for staff, and telehealth visits for patients."

Under normal circumstances, such a rollout would require weeks (if not months) of research, testing, process planning, and employee training. In business jargon, it's called change management. Unlike large-scale corporate healthcare consortiums, most Federally Qualified Health Centers (FQHCs), including the Clinics, didn't have all of the resources in place to integrate the technology, largely due to limitations and restrictions around Medi-Cal coverage extending to telehealth. The public health emergency prompted California policymakers to temporarily lift restrictions that previously prevented Medi-Cal enrollees from accessing such services and FQHCs from getting reimbursed for telehealth visits. The Clinics' IT team sprung into action.

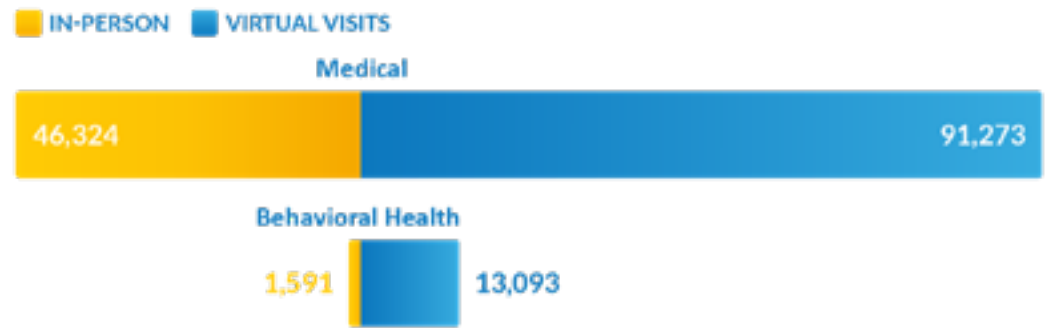
They acquired and configured new hardware and software that enabled the organization to continue daily operations. They set up employees for remote-work success and deployed new telehealth software enabling providers and patients to connect seamlessly via virtual visits. Most impressively, they did it in under a week, continuing to fine-tune systems throughout the year.

The Other Kind of Virus

It wasn't just connecting staff and patients that the IT team needed to account for. The number of cybersecurity threats rocketed over the past year. Malicious virus and ransomware attacks disguised as "COVID support services" and other phishing scams targeted the work-from-home structure – where less robust internet security and home Wi-Fi networks meant increased susceptibility. "We strengthened the redundancy in our system back-ups, boosted anti-virus and malware detection measures, and continue to maintain rigorous update, access, and audit policies," explained Canvasser. "We boosted staff training and special announcements during peak concerns."

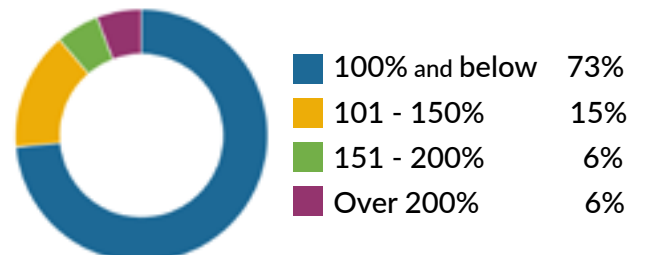
Despite the initial storm-like circumstances, the digital enhancements and the team's bold response are paying off, setting the Clinics up to sustain telehealth services in the future. The goal is not to replace necessary in-person visits, but to enable more convenient options and more accessibility for patients.

Patient Access Expanded with Virtual Care Visits



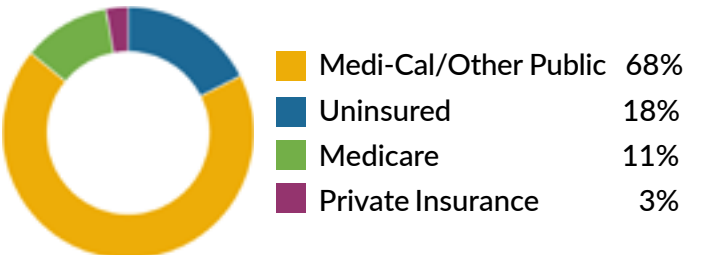
PATIENT HIGHLIGHTS

INCOME AS PERCENT OF POVERTY GUIDELINE*

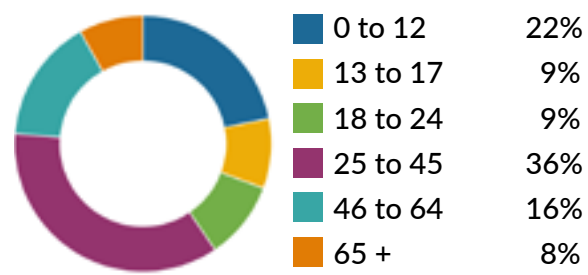


* Based on patients that chose to disclose income

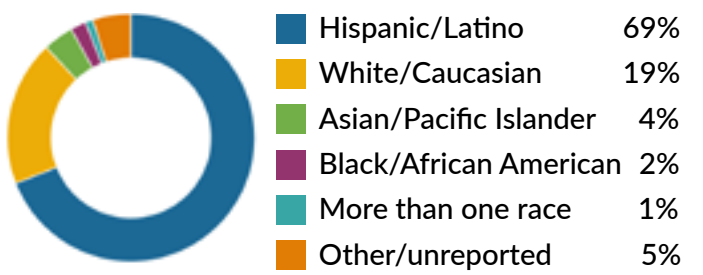
PATIENTS BY PAYOR SOURCE



PERCENT OF PATIENTS BY AGE



PERCENT OF PATIENTS BY RACE



Marin Community Clinics is dedicated to providing quality health care to everyone who needs it.

ELIGIBILITY & ENROLLMENT

- 11,700 were assisted with eligibility screening and enrollment services
- 5,252 were eligible and successfully enrolled in health insurance and other public benefit programs such as Medi-Cal, Covered California, Path to Health, and more



“ Even though Marin is known for its wealth, people struggle here. I’m one of them. I’ve lost my career during this pandemic. I never expected this to happen to me. I found myself without insurance. I wouldn’t be able to afford healthcare... but the Clinics helped me enroll and get coverage.”

Alex, Patient



FIGHTING COVID: HOW OUR TEAMS LIFTED EACH OTHER, AND AN ENTIRE COMMUNITY

Ask any number of our clinicians what the Clinics' biggest accomplishment was over the past year and you'll get different passionate, lengthy, and emotional responses. That's because it's difficult to summarize our COVID response, or even put it into words. But three consistent themes come through every time: We came together. We stayed committed to our patients. We stepped up on behalf of our shared community.

We Came Together, We Stay Together
Marin Community Clinics has a close and extremely collaborative team spirit. Despite significant growth over the years, a high level of connectedness is ingrained in the fabric of our culture. This was true prior to the arrival of COVID-19, and more so now. Staff attribute it to our shared mission. Once the pandemic hit, for many, it was like years of training subconsciously kicked into high gear. In the words of **Campus Clinic Director Sarah King**, *"If you live by a mission, it will help you when you need it."*

Clinics' teams understood the gravity of the situation from the beginning. They strategically mobilized, triaged, and quickly adapted as guidelines changed daily. Leaders arose in every department as mass testing and screening protocols were coordinated, and as Call Center phone lines exploded. *"Medical clinics transitioned from in-person to telehealth visits in less than a week,"* explained **Associate Chief Medical Officer Melanie Thompson, DO**, *"which speaks to our care teams and their ability to adapt."* All hands remained on deck. Entire sections of our clinics in San Rafael and Novato were cordoned off and transformed into "Respiratory Clinics" – where patients suffering with COVID could be safely evaluated, treated, and (depending on severity) referred to emergency care services.

Through it all, teamwork and collaboration persevered, and so did the unwavering quality of care. That's not to say it was smooth sailing. Mental and physical fatigue were a constant. Some staff members got sick. Others lost loved ones to this pandemic. But teams stayed together, and they were there for each other, rain or shine, day in and day out. They lifted each other up.

An Unwavering Commitment to Our Patients
Beginning in January of 2021, vaccine distribution was rolled out in multiple phases and tiers. That strategy, while necessary due to limited supply, helped ensure the most vulnerable among us received priority. But it was also confusing. As King puts it, *"terms like 'phases' and 'tiers' are deterrents, so we were thrilled once the supply allowed for us to take a different approach."*

By March of 2021, the new approach meant simplifying the messaging. *"For the Clinics, it became: 'If you're a patient of Marin Community Clinics, and you're eligible for the vaccine, come and get it,'"* explained King. That message was echoed at every possible communication touch-point with patients. It was sent directly to patients' phones, and it was communicated in multiple languages. It helped that the Clinics had already built the foundation – so many in the community know the Clinics as their trusted medical home. The Campus Clinic, in the heart of San Rafael's Canal neighborhood and in partnership with the County, was transformed into one of the most prominent vaccine hubs in Marin. The results were a massive success, and helped curb outbreaks in the Canal, where our patients were among those disproportionately affected by the pandemic due to social and economic inequities.

Partnering Community
As vaccine clinics were bustling with patients eager to protect themselves, another challenge presented itself: vaccine hesitancy. Marin Community Clinics teams were accustomed to leaning on each other, but this required something more – leaning on our community. Providers and staff began strategizing with emergency response teams at the County, as well as leaders and stakeholders at several community based organizations.

Outreach was everything, and that required joining forces. Thus began weekly Zoom meetings where staff from several organizations shared knowledge, ideas and information, incentive initiatives, and coordinated strategies. They then took to the streets, speaking the language of respected community members, relaying the facts, and promoting the safety of the vaccine. In the Canal, our community partners like Canal Alliance and Multi-Cultural Center of Marin visited local housing

communities, knocked on doors, and reached out to leaders at faith-based organizations. Our staff were initiating dialogue with patients at every touch-point, including our twice-weekly Health Hubs.

At the time of writing this report, Marin County has the highest vaccination rate in all of California, at over 92% of eligible residents fully vaccinated. That speaks to the sense of community here and of coordinated

partnerships. *"Across our entire organization and at all of our clinics, there's a sense of accomplishment and confidence among staff that comes with the experience of overcoming adversity together,"* said **Leigha Andrews, MBA, Chief Health Services Officer**, *"that experience only adds to the level of care we provide."* It's a can't-lose mentality, and one that will carry the Clinics through the pandemic and beyond.

We came together. We stayed committed to our patients. And, we stepped up on behalf of our shared community.



*Vaccines administered in partnership with the County of Marin at the Mass Vaccination POD are not included here.
**Tests administered in partnership with the County of Marin and Curative are not included here

WHO WE ARE AND WHAT WE DO:

As the largest community health center in Marin, we play a major role in the county's health care network, serving people with insurance as well as those without. We provide the highest quality comprehensive medical, dental, and behavioral health care, as well as a wide range of specialty and support services.





Case Managers (L to R): Cecilia Gonzalez, Norma Ledezma, Avril Maciel

ALL IN THE FAMILY: OUR UNIQUE APPROACH TO MATERNAL CARE

Pregnancy can be overwhelming. Emotions run high: Joy. Nervousness. Fear. Uncertainty. Not to mention the physical changes during pregnancy. Add to that additional anxiety around the COVID-19 pandemic or struggling to make ends meet. That's a stressful and tense situation to be in, and unfortunately, over the past year, a common one. Enter Marin Community Clinics' Obstetrics (OB) team. Made up of expert physicians and nurses that work closely with certified midwives, medical assistants, case managers, and birth coaches, the OB team offers a vast array of services that extend beyond medical visits to promote healthy and comfortable pregnancies for patients and their families.

An Earned Trust

While women receive comprehensive prenatal, labor and delivery support, and postpartum medical treatment, the care doesn't stop there. The Clinics offers something deeper. A level of support that lets them know: *We care about you. We have your back.* It's about being there throughout a patient's pregnancy, speaking their language, and providing support in other areas of their lives too. It's going the extra mile, and building a bond – a trust. It's a pride-point among Clinics staff.

"Our OB team provides 'whole person care' throughout every step of the pregnancy and postpartum," explained Michele Baron, MD, OB-GYN. "This includes connecting patients to mental health services, birth classes, and hospital orientations, as well as providing support when non-medical issues arise." Long before a patient is in labor, she knows exactly what to expect. Everyone is on the same page – the Clinics' model of compassionate OB care is built around this principle of continuity.

A Connected Team in Each Patient's Corner

In other words, no Marin Community Clinics patient gives birth alone, or feeling isolated without support. The close-knit OB team is there to help break down health care disparities within Marin. Case managers bridge the gap. They know what resources are available internally, and they know which agency or partner organization to reach out to as needed. They have the contacts. *"A patient may not know where to begin looking for rental assistance," explains Norma Ledezma, OB Case Manager Supervisor. "They might be in an abusive relationship, or they could have a partner struggling with addiction. They may need diapers, or a car seat, or a ride to and from medical appointments."* Case managers know exactly who to call, and they advocate for patients, no matter the situation. That connectedness makes all the difference.

Over the past year, more women than ever were in need of such additional services. Despite the increased workload, the outcomes remain extremely rewarding. *"We see patients come back with their babies, to see our pediatricians," said Ledezma. "We see the changes they've made in their lives. We see our impact and the difference it makes."* The women and their families see it too. They know they have a medical home at Marin Community Clinics, and so do their babies.

"I love the joy that a new baby can bring to a family. During these very challenging times, delivering babies has been a bright spot, and keeping patients safe during the process has been extremely rewarding."

Michele Baron,
MD, OB-GYN



TRIPLE THE JOY

Meet Paula. On July 7th, she gave birth to triplets at MarinHealth Medical Center (two girls and a boy): Mery Belén, James Oliver, and Diana Lucero. Said to be the first set born in Marin County in nearly 20 years, the significance and rareness is not lost on Paula, who describes the experience as "a miracle." She received all of her OB care at Marin Community Clinics, and learned that the number of children she was expecting could be multiplied by three about two months into her pregnancy.

"When they informed me, I was just so happy," said Paula, "I was really grateful for how much attention was brought to me and the babies at the Clinics." Working closely with Clinics Case Manager Cecilia Gonzalez and the OB team, Paula was connected to resources and was well prepared for labor. Dr. Michele Baron delivered her babies, and the entire Clinics OB team was honored to be a part of this piece of local history.

"I love the joy that a new baby can bring to a family," said Dr. Baron. "During these challenging times, delivering babies has been a bright spot, and keeping patients safe during the process has been extremely rewarding." Marin Community Clinics congratulates Paula and her husband on their three new bundles of joy.



8,222
Reproductive Health
Visits



606
Women who
Delivered Babies



6,710
Patients Screened for
Cervical Cancer



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Collectively, these gifts have a tremendous
impact on the quality of care our patients receive.

Thank you to these generous supporters who donated from July 1, 2020 – June 30, 2021

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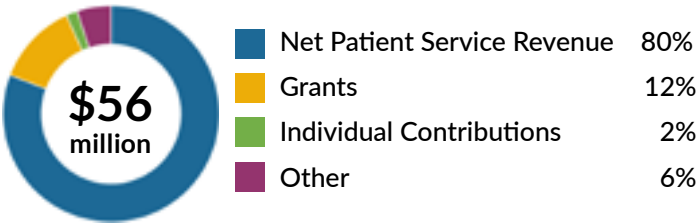
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FINANCIAL HIGHLIGHTS

FISCAL YEAR JULY 1, 2019 - JUNE 30, 2020

REVENUES & OTHER SUPPORT



EXPENDITURES



“ Having sufficient cash reserves is crucial in providing a necessary cushion to meet short-term and emergency financial needs. This allowed us to continue our operations without interruption over the past year.”

David Klinetobe, Chief Financial Officer

“ I directed my charitable giving toward the Clinics once I found out how dedicated and visionary the leadership team is. The Clinics see trends within the community; they’ve created a safe, welcoming, and culturally sensitive environment and offer health care to those who otherwise wouldn’t have the same access that so many of us have.”

Susannah Clark, Legacy Circle Member



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THE CLINICS' DENTAL TEAM: AT THE FRONT OF THE FRONT LINES

When overcoming challenges becomes the norm, it's easy to overlook extraordinary accomplishments. That's especially true for our health care workers. As shelter-in-place orders took effect in mid-March of 2020, when nearly everything closed and everyone was at home, Marin Community Clinics' dental team were preparing for work. While two of our three dental clinics were temporarily shuttered, the San Rafael Dental Clinic remained open for emergency visits and limited services – an incredible feat given the circumstances.




Due to the up-close and personal nature of dentistry, it is historically one of the riskiest professions in terms of potentially contracting or spreading infectious diseases. In many ways, that worked in the team's favor: Infection control is something dentists, hygienists, and dental assistants are accustomed to; but COVID-19 is different. *"We had to take into account that this was uncharted territory – a new virus – and we needed to follow the best guidelines and create our own workflows in phases,"* said **Chief Dental Officer Connie Kadera, DDS**.

While so much was unknown at the time, we knew that COVID-19 was transmitting through droplets and aerosols, which are commonly produced during dental procedures. *"Our mission became protecting both our staff and patients,"* explained Dr. Kadera. With safety being the number one priority, and following strict guidance from the State of California and agencies such as the American Dental Association and the Centers for Disease Control and Prevention, the dental team went to work. In doing so, they remarkably paved the way for the rest of the organization.

"I felt strongly that it was important to push ahead and continue our work of completing patients' dental treatment in a timely manner," explained **Khushbu Gopalakrishnan, DDS**. Still, it was far from business as usual. Opening safely meant implementing and adhering to strict PPE protocols, following new procedures around disposing of equipment after aerosolization, social distancing, COVID-19 screening measures, and more. By keeping the clinic operating, the team prevented unnecessary visits to overwhelmed emergency rooms, and were eventually able to safely ramp up more routine services starting in July of 2020. Most importantly, they were there for those that were in serious pain that had nowhere else to turn.

Want to learn more?

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Khushbu Gopalakrishnan, DDS