



2021-22
ANNUAL REPORT



TRUE COLORS: Marin Community Clinics Campus Clinic staff celebrating PRIDE, June 2022

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“Thinking about 50 years of Marin Community Clinics is exciting and humbling. I think about all the people who came before us: providers, donors, everyone who has helped along the way... The cumulative effect of our impact has been huge.”

Daniel Segedin, Board Chair



MISSION

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

VALUES

Integrity

We strive for professional excellence that requires personal and organizational integrity and a collective commitment to high standards and ethical behavior.

Equity

We embrace opportunities for culturally responsive communication and actively work to dismantle barriers to health equity.

Excellence

We commit to accountability in all we do, and demonstrating respectful, courteous, and compassionate care of the highest quality for our patients, staff, and community.

Resilience

We work to strengthen and enhance the adaptive capacity of the organization to grow sustainably and strategically.



CEO MESSAGE:

A MILESTONE YEAR – OUR COMMITMENT STRENGTHENED

We live in challenging times. The pandemic continued to bring its share of difficulties throughout the year, requiring a significant amount of dedicated resources and perpetuating staffing shortages. Extreme weather regularly reminds us that climate change continues to impact our health and well-being. Gun violence and mass shootings are a growing public health crisis. Women are being denied vital reproductive health services in a growing number of states. These issues - and inflation - hit our already-reeling underserved communities the hardest.

There's no sugar coating it: All of this and more have taken a toll. As health care professionals, it's in our nature to ask, "What can I do?" and "How can I help?" **At Marin Community Clinics, we also asked, "How can we remain resilient?"**

I find it helpful to look back when seeking inspiration. This being our 50th anniversary, I had an opportunity to do just that – reflect on our history and connect with past and present leaders. There's a reason why Marin Community Clinics has been a pillar of the community health care movement for decades. We push forward during trying times. We support each other and learn from adversity. We come back stronger.

Opening our newest clinic (the West San Rafael Clinic) is a great example of this. Our teams collaborated and delivered – despite supply chain shortages and the myriad of aforementioned challenges. This required working together, pooling resources and talents across departments, and adapting.

This is how we remain resilient. We're not simply responding, we're taking action to address the needs of our patients and community for years to come. We're continually improving, boosting access to care, and changing lives for the better.

I am thankful for all of our staff, who have found a way to persevere during these times, and I am extremely grateful for you: our most engaged and supportive community health care advocates.

Together, we are maximizing our impact.

Mitesh Popat, MD, MPH

"We push forward during trying times. We support each other and learn from adversity. We come back stronger."

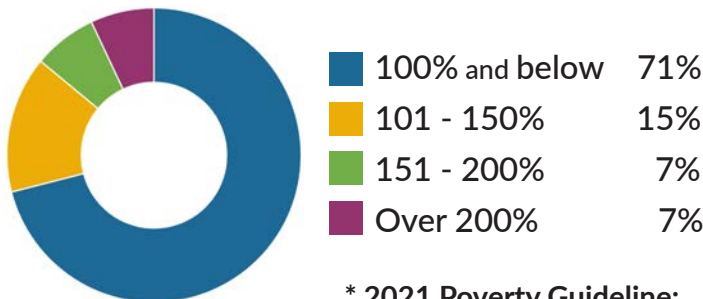


OUR IMPACT: BY THE NUMB

We evolve, innovate, and respond to the needs of our diverse patient community.

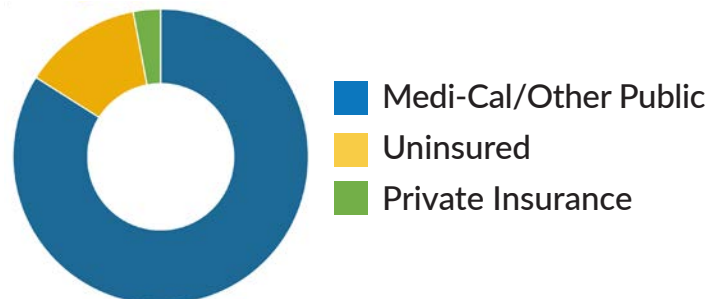
OUR PATIENT COMMUNITY

INCOME AS PERCENT OF POVERTY GUIDELINE*

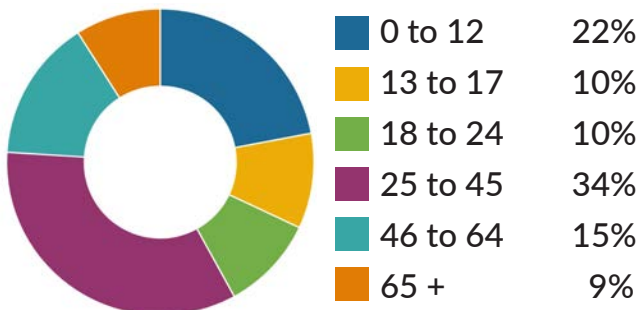


* 2021 Poverty Guideline:
 Individual earns < \$12,880/yr
 Family of 4 earns < \$26,500/yr

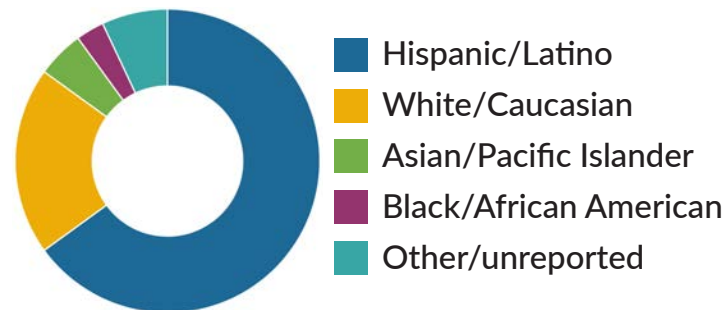
PATIENTS BY PAYOR SOURCE



PERCENT OF PATIENTS BY AGE



PERCENT OF PATIENTS BY RACE



131,683
 Medical Visits



55,529
 Dental Visits



12,643
 Behavioral Health Visits

ERS

38,362 Individual PATIENTS

served between July 1, 2021 & June 30, 2022

84%
13%
3%

65%
20%
5%
3%
7%



14,095

vaccines administered
over the past year,
including boosters

CONTINUED COVID-19 RESPONSE

From the start of the COVID-19 pandemic, Marin Community Clinics has provided a crucial coordinated response on behalf of our community and in collaboration with Marin Health & Human Services.

When a new wave of Omicron subvariants surged locally from December 2021 through the summer of this year, we remained resolute in our commitment to our patient population.

- Weekly mass vaccination pop-up clinics (for patients & community at large)
- More than 146,000 free rapid test kits distributed
- Coordinated outreach, testing, and education at twice-weekly Health Hubs

= 199,855 TOTAL VISITS

Meeting patients where they are: Total visits includes expanded access to telehealth care and in-person visits between July 1, 2021 & June 30, 2022.

Helping our community the unfortunate unable to speak the same language or understand and feel worthless at times!

To BE AN ORGANIZATION COMMITTED TO SERVING OTHERS THAT ALSO STRIVES FOR EXCELLENCE

Why? I decided to work for MCC because it is a good place that helps the community and I'm happy to be part of this team. I just finish my school and working is new for me but I'm glad to realize the opportunity to work here. Even if I don't have experience, I'm so glad!

Wellbeing of everyone I care ♡

Working here to expand my job opportunities and grow as professional ♡

-To give back to my community that I grew up in
-To prevent what happened to my dad to others
- Because MCC is so much better than a hospital

Advocacy/ Social Justice To speak up for those who cannot. To be of service

To help others who are at a disadvantage and struggle getting care they need Equity

a sense of purpose for my life-integrity

Giving back- "I once was lost but now I'm found" To be in a position to help support others with my time and skills goes against my soul and I am grateful for the opportunity.

What's your why?

Supporting my community

Want to help others who are struggling

serve all people

Why is giveback/ Personal connection
Immigrant family members who are struggling with language. Growing up I was there. I want to give back to my community and all those people that didn't have support.

Listening to people share information and watching them feel less burdened afterwards and being a safe space for them

helping those who may be new to the state and trying to establish themselves in a new environment

I think everyone deserves a chance to live a better life

Mission/ Helping others WELLNESS & Integrity = Genuinity!

To treat the community and our families with fairness and care.

It's a good feeling knowing you're getting paid to help others

My personal health adversity drove my pre-health dreams. As a first-generation, Latin American, college graduate I know I could give back so much.

my why: I am here because it is a space where people come together to create and support the community we serve.

Helping others that may not be able to (or are new to navigating) is fulfilling. My goal is to help others with a smile.

To help others make a difference Make people smile!

I also enjoy working with like-minded caring co-workers with the same mission

It's my family in patient's faces

Health insurance
- Being part of MCC community
- Helping patients
- Listening, learning
- bringing joy to work.

This is addicting... the more I serve my community the more I want to do it. I'm here to serve the underserved. Help others in need.

I want to volunteer in health care since I was in that field because I like to help my community

I want to make a positive impact in the lives of others, healthwise. → Provide education! health

Helping others Everyone needs help some point in life I enjoy helping as much I am able to give

Started w/ desire to help others & to obtain healthcare experience to prepare for working w/ Type 1 Diabetics but evolved into a passion for providing an underserved community personalized, compassionate care w/ organization that helps

Work with children has been always my passion. Learning different procedures it's been amazing. Care for others, specially with kids.

Experiencing the variety of challenges & opportunities everyday + having ability to do something about it.

Repay a debt: MCC helped me to start my career

WHAT'S YOUR WHY?

- *Why do we work here?*
- *Why Marin Community Clinics?*
- *Why compassionate health care for all?*

On March 30th, more than 400 Marin Community Clinics staff masked-up and packed the sizable event space at Embassy Suites in San Rafael. The occasion? We were there to get inspired at our first all-staff retreat in years.

Among the team-building exercises and presentations, Clinics staff were asked: “What’s your why?” and staff jotted down responses on a Post-it Note. There were no wrong answers – all of them led to why Marin Community Clinics is special.

As we continue to celebrate *50 Years of Touching Lives Through Health*, we wanted to share a few of these reflections. *This is our why.*



“I enjoy coming in and seeing everyone work so hard and still have a smile on their face. And how hard they work to help the patients with their needs.”

– Sandra Robles (13 Years)



“Teamwork. I always feel supported. MCC feels like my second home and that’s really what attracted me to the Clinics and has kept me going – my patients and the people I work with.”

– Lisa Leavitt, MD (26 Years)

“We provide really solid and beautiful care for our patients. I am so proud of the quality of care... The providers that work here choose to work here.”

– Ann Reppun, NP (18 Years)



“Our mission and commitment are always present... We have an incredible team-based approach. I feel connected to the care of our patients and the care of our community.”

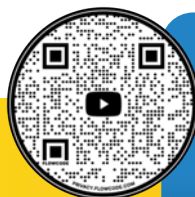
– Tracey Hessel, MD (19 Years)



This is our why. What's yours?

LIKE & SUBSCRIBE!

Scan this QR code to visit our YouTube channel and hear more from some of our longest-serving employees. What’s YOUR why? Add a comment and let us know!





Evelin Fernandez, Manager of Specialty Referrals, with team members (L to R): Claudia Ledesma, Militza Norzagaray, Ricardo Santa Rosa

ABOVE & BEYOND

MEET THE REFERRALS TEAM: GUIDING PATIENTS TO SPECIALTY CARE

It was a scary moment for 19-year-old Maria G. She was in excruciating pain. Something – a tiny foreign object – had gotten lodged in her eye. She didn't know what it was and wasn't able to wash it out. She knew she needed help.

Maria's father, whom she lives with, took her to the emergency room. She was referred to an ophthalmologist, but the initial costs just to be seen were more than Maria or her father could afford. Maria's situation was complicated but not uncommon: she speaks little English, did not have insurance, and was new to both the U.S. and Marin County. Someone at the hospital recommended she visit Marin Community Clinics.

Two days later, **Evelin Fernandez, Specialty Referrals Manager**, got involved. She was on the phone with **Clinics Optometrist and Assistant Clinical Professor at UC Berkeley, Patrick Clark, OD**. Dr. Clark had just examined Maria's eye and knew the situation was serious. Something (likely a tiny piece of an agave-like plant) had penetrated Maria's eye and there was a possibility it may have set-off an infection. Additional imaging would be required to determine the severity of the damage, and with the patient's eyesight potentially at-risk, Dr. Clark conveyed that she would need an urgent referral.

Advocating for Patients

In a situation like this, Fernandez knows what to do. Having worked within the Referrals department

for seven years, and helping it grow from six team members to 19, she's now a well-connected expert. A big part of her team's role is connecting patients to the growing list of specialists within Marin Community Clinics' network (such as urologists, podiatrists, and cardiologists, to name a few). If a patient requires surgery, diagnostics, or any procedure outside the Clinics' scope of services – she involves partners like Kaiser Permanente, MarinHealth, or Operation Access, among others.

"Thanks to great teamwork, Maria was able to get insurance, and received the emergency surgery she needed – all within 24 hours."

Evelin Fernandez, Specialty Referrals Manager

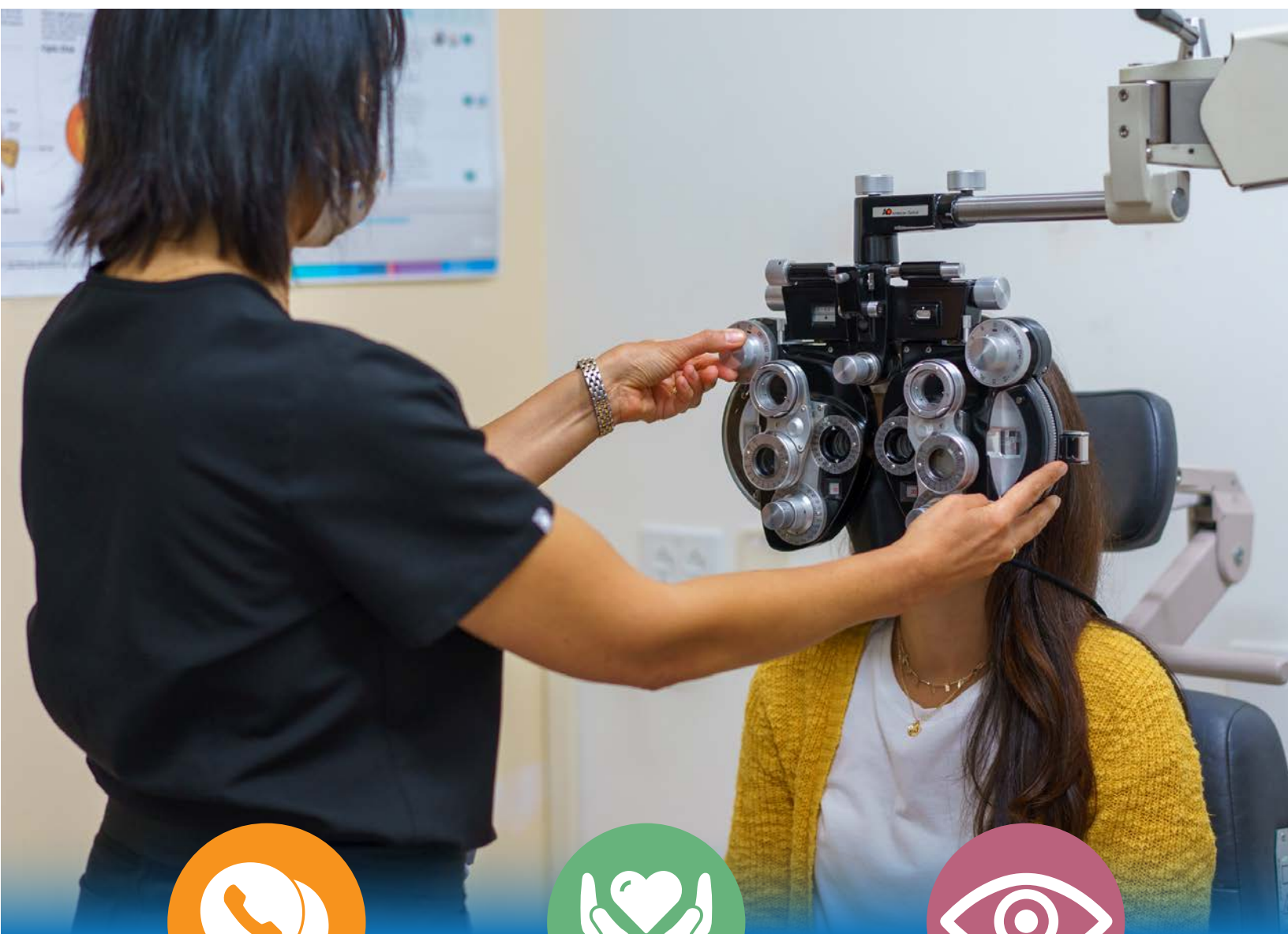
Fernandez first connected Maria to the Clinics' Enrollment Services department. Maria was eligible for Medi-Cal, which opened up additional care options. Then, she landed Maria a next-day appointment at Kaiser. *"Thanks to great teamwork, Maria was able to get insurance, and received the emergency surgery she needed – all within 24 hours,"* said Fernandez.

Bridging Patients To Care

Like most medical terminology, the administrative jargon for this type of work ("processing referrals") doesn't do it justice. Fernandez's description is better: *"We're advocating on behalf of the patients to*

get them the care they need,” she explains, “We’re the bridge.” The Referrals team’s success requires close communication with Care Navigators, Case Managers, Medical Assistants, providers, and the Enrollment Services team – all of whom work together to get the patients the best possible care.

After Maria underwent surgery, Clinics staff followed up. Fernandez was relieved to learn that Maria was on the mend – and that the vision in her left eye was restored. Maria was happy to share her story. She wants more people to know about the excellent service she received at Marin Community Clinics – her new medical home.



9,899
Benefit Enrollments



21,998
Referrals Processed



5,016
Optometry Visits

HIGHLIGHTS & KEY ACCOMPLISHMENTS

- A Certificate of Achievement was awarded from the California Department of Public Health for achieving **79.3% childhood immunization rate**.
- Up and running: the IT Department **relocated the Clinics' primary data center** and was pivotal in launching our newest clinic location and administrative offices.
- **Enrollment Services increased enrollments for Medi-Cal** with California's expanded eligibility: Anyone over the age of 50 (regardless of documentation status) is now eligible for full scope Medi-Cal services.



- Quality Assurance & Improvement launched a **collaborative initiative with MarinHealth Medical Center** to improve breast cancer screenings, diabetes management, and care transitions from hospital to home.
- The **Marin Community Clinics Employee Picnic** at McNear's Beach brought needed smiles and fun activities for Clinics staff and families. For many, it was the first social gathering since the pandemic started. The beautiful weather, tasty BBQ, and fun family activities made for a wonderful time.

- **Twice-weekly Health Hubs continued** throughout the year, providing fresh food for families in need. The Hubs are also a trusted source for COVID-19 information, vaccines, and free supplies including rapid test kits and N95 masks.
- A return to in-person events: This year's **Summer Solstice Celebration** was special. We paid tribute to our legacy and honored *50 Years of Touching Lives Through Health!* Generous supporters came together as one big family as we congratulated **2022 Community Health Champions: Erik Schten, MD and Marian Huntington**.



- Opening a new clinic: Despite the hindrance of supply chain shortages, **the modern telehealth-forward West San Rafael Clinic opened**. The new clinic adds more convenience and access to services for our patient community, and further integrates comprehensive care.
- **Continuing to recruit, retain, and acquire top talent:** As the job market remains extremely competitive, the Human Resources team completed trainings, recruited and on-boarded over 200 qualified candidates, and committed to implementing compensation initiatives to achieve pay equity.



*"Our culture of compassionate care is driven by the people that work here...
We're constantly working to increase and expand our service lines for patients."*

Melanie Thompson, DO, Chief Medical Officer



Thank you for your support.
Collectively, these gifts have a tremendous impact
on health equity in Marin County.

These generous supporters donated from July 1, 2021 - June 30, 2022

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Marcus Paul Kalei Segedin
1996-2021

In loving memory...

Marcus Segedin was a firm believer that everyone deserves healthcare as a fundamental human right. He understood the critical role MCC plays in delivering this vision within Marin. Marcus was an attentive listener, exceptional student, musician, national champion mountain biker, nature lover, and loyal friend. He was thoughtful, deeply curious, and kind. After graduating college with honors in engineering, Marcus came down with serious mental illness. Before he passed away, Marcus communicated that he wanted most of his money, or money given on his behalf, to support healthcare for those in need. Thank you, Marcus. Your wishes will be carried forward.

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☞ *When you look closely, there are so many people here in Marin that need help.*

Marin Community Clinics is there to help. They've helped me, my daughter, and so many others.

Everyone there treated me with so much love. I felt inspired by that. I too, wanted to give back to the community."

Clinics Patient Ari S.

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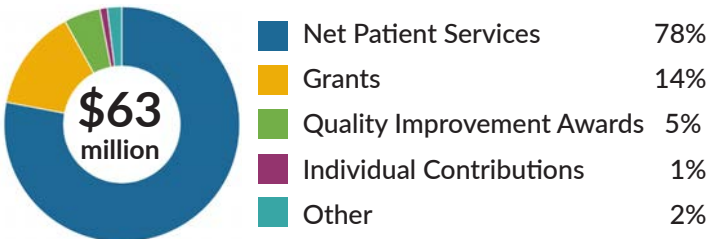
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FISCAL YEAR JULY 1, 2020 - JUNE 30, 2021

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EXPENDITURES



“ We are proud to report a continued decrease in out-of-pocket, self-pay visits – more of our patients are covered by medical insurance, lowering their financial burden of receiving care.”

David Klinetobe, Chief Financial Officer

“ It is imperative to have an additional operating margin to reinvest in innovative, team-based care for our patients, and in staff salaries and benefits, both of which we have achieved this year.”

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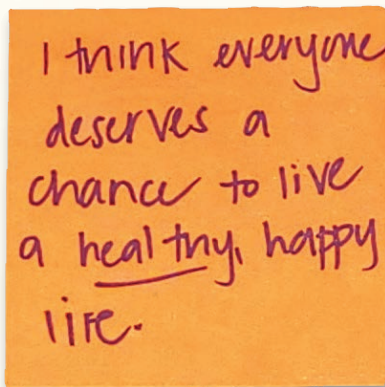
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