Healthcare that Cares
20 Years of Service in the Community
ANNUAL REPORT 2019 & 2020
I would like to thank you for your unwavering support for Ravenswood Family Health Network (Ravenswood) and our patients. Your contributions have made it possible for Ravenswood and our dedicated staff to provide high-quality access to care for underserved and at-risk communities.

Thanks to your aid, we have remained in operation across all sites and have expanded our services into Santa Clara County through our MayView acquisition. The transition to merge both community health centers into one network is operating smoothly as we continue building a strong and robust future together. We remain dedicated to our mission and our founding community as we serve our expanded service area.

We understand that the current climate – the continuing and seemingly endless response to the COVID-19 pandemic, the economic impact of family members without jobs, our children out of school, and the current social unrest and the underlying injustice that is exposed in our country and our communities – has pushed many of us to our limits. We continue to support our communities and patients in all ways that we can, with all of our work, including our expansion into Santa Clara County, dedicated to our commitment to provide healthcare to those who lack access. Our partner organizations allow us to support our patients in their educational and societal pursuits and to fulfill our mission of addressing not only healthcare, but the social determinants of health as well.

We remain open to serving our communities, and continue to ensure the safety of our staff and patients. Thank you for your continued commitment to promoting access to healthcare for all. You are greatly appreciated and we cannot thank you enough for your commitment and your contributions.

In Community Spirit,

Luisa Buada, RN, MPH
Chief Executive Officer

Our mission is to improve the health of the community by providing culturally sensitive, integrated primary and preventative health care to all, regardless of ability to pay or immigration status, and collaborating with community partners to address the social determinants of health.
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**Our 2019 Patients**

17,216 total patients

Data on this page reflects unduplicated numbers of patients.

- **508** Prenatal women
- **8,018** Pediatric patients

- **66%** of patients are best served in a language other than English (Spanish and Tongan)
- **67%** of patients are enrolled in public health coverage programs
- **32%** of patients are uninsured
- **65%** are residents of East Palo Alto
- **5%** of patients identify as homeless

- **86%** of patients have incomes 0-200% of the Federal Poverty Level*

**Latino 76%**
- **African American 4%**
- **Native Hawaiian or Pacific Islander (4%)**

**At/below 200% FPL**

*A household of four with an annual income of $52,400 in 2020 is considered to be at 200% Federal Poverty Level.*
Highlights

SPRING 2019
Ravenswood Family Dentistry Expands

JULY 2019
Ravenswood’s Second Annual Patient Advisors Day

AUGUST 2019
Ravenswood’s First Annual Breast Health Event

APRIL 2020
MayView Community Health Center Joins Ravenswood Family Health Network!

APRIL/MAY 2020
Celebrating Anniversaries: Dental Clinic, 10 years; Medical Facility, 5 years

UNPRECEDENTED TIMES
Responding to the COVID-19 Pandemic

• Ravenswood Family Health Center,
• Ravenswood Family Dentistry, &
• Center For Health Promotion Eligibility & Enrollment
  (East Palo Alto)

• Perinatal Care
• Pediatric & Adolescent Medicine
• Adult Medicine
• Women’s Health
• CenteringPregnancy®
• CenteringParenting®
• Dental
• Integrated Behavioral Health
• Optometry & Optical

• Screenings & Immunizations
• Chronic Disease Management
• Health Education
• Pharmacy
• General X-ray
• Ultrasound
• Mammography
• Referrals to Specialty Care

• Perinatal Care
• Pediatric & Adolescent Medicine
• Adult Medicine
• Women’s Health
• Integrated Behavioral Health
• Chiropractic Care
• Chronic Disease Management
• Health Education
• Screenings & Immunization

A Member of Ravenswood Family Health Network
(Mountain View, Sunnyvale, & Palo Alto)
At Ravenswood Family Health Network, continuous feedback from our patients shapes our work. Our full-time Patient Experience Manager circulates throughout our clinic sites, checking in with patients, soliciting feedback through quantitative survey tools, and listening to individual concerns and suggestions. Each year, we also hold a Patient Advisors Day event which convenes 75–100 patients to participate in structured focus groups. These focus groups provide us with qualitative data on patients' experience, the challenges they face, and strengths that we can build on in future service planning. In 2019, we held our annual Patient Advisors Day on July 13th. General trends in feedback revolved around patients feeling welcome, accommodated to in regards to language inclusivity, and treated with respect when visiting. Moving forward, we will continue to encourage feedback from our patients so that we can actively address the needs of our community.

Ravenswood's Second Annual Patient Advisors Day:

We Listen To Our Patients!

For our first annual Breast Health Event in August 2019 (a two-day event), we conducted an educational seminar on day one and a bra fitting session on day two. The educational seminar focused on breast anatomy, breast cancer, mammography, and prevention. For the bra fitting session, we partnered with Nordstrom Rack in East Palo Alto, and their fit experts provided bra fittings. Over 25 women of the community participated in the event. We look forward to holding another Breast Health Event in the future!

Ravenswood Family Dentistry Expands!

In Spring 2019, we expanded our existing dental clinic, Ravenswood Family Dentistry (RFD), by converting 3,017 sq. ft. of office space in our 1805 Bay Road site (located adjacent to our existing dental clinic) into additional dental clinic space. In the expanded space, we created a pediatric dental wing that includes the addition of nine new dental chairs dedicated to serving pediatric patients. All treatment rooms in this wing are wheelchair accessible, and are plumbed for nitrous to provide conscious sedation during dental procedures.

Ravenswood proudly celebrated the grand opening of our dental clinic expansion with our funders, community partners, and elected officials in March 2019. Attendees gathered to witness the unveiling of Ravenswood’s dental expansion.

Luisa Buada, Ravenswood’s Chief Executive Officer (CEO), and Melieni Falemaka Talakai, Ravenswood's Board Chair, presided over the reception. They introduced influential leaders to present their remarks, including local faith leader Pastor Paul Bains, co-founder and president of WeHOPE Shelter in East Palo Alto; Congresswoman Jackie Speier; Dr. Yogita Butani Thakur, Chief Dental Officer of RFD; Rick Williams, CEO of The Sobrato Family Foundation; Pamela Kurtzman, CEO of Sequoia Healthcare District; and Leslie Bulbuk, Senior Field Representative for State Assembly Member Marc Berman.

The speakers shared their passion for equal access to dental care, a belief that resonated with Ravenswood staff and guests. “Dental care is part of healthcare. It is connected to healthcare, [and] it can be a lifesaving service,” stated Congresswoman Speier. Without proper dental care in RFD’s service area, many would not be able to thrive and lead healthy, productive lives. “This expansion of dental services is ‘just what the doctor ordered,’” Congresswoman Speier announced.

Shortly after our grand opening celebration, our dental clinic opened for services in the expanded space in April 2019. Our goal is to increase RFD’s service capacity by 50%, and increase the annual number of dental patients served by 3,500.
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Mayview Community Health Center Joins Ravenswood Family Health Network!

After several years of contemplation, the Boards of Directors of Ravenswood and MayView Community Health Center (MayView) mutually resolved that Ravenswood would take over the operations of MayView’s three health centers in Palo Alto, Mountain View, and Sunnyvale. As of April 1, 2020, MayView is a member of Ravenswood Family Health Network. Ravenswood will continue to operate its East Palo Alto sites as well as MayView’s three sites to maintain access to care to communities in both San Mateo County and Santa Clara County.

During the acquisition process, critical financial support was received from local health systems to assist in the transition. Support was provided by Santa Clara County Board of Supervisors and Santa Clara County Health and Hospital System, El Camino Hospital District, Stanford Healthcare, Silicon Valley Community Foundation, Starlight Foundation, Sobrato Foundation, Sand Hill Foundation, California Healthcare Foundation, and the Mountain View Voice Holiday Fund. The acquisition required approval of federal and state authorities. Execution of the acquisition was seamless regarding patient care despite major workflow redesign in both clinic organizations caused by the COVID-19 pandemic.

We greatly value and respect the wealth of expertise and dedication of MayView’s staff to the patients they serve. Our goal is to build a strong and robust future together with the primary goal of continuing to provide high-quality care. Our combined organization is expected to serve 27,000 patients with approximately 100,000 patient encounters a year with the potential for growth in 2021 with the gradual implementation of dental services.

We remain dedicated to our mission and our founding community of East Palo Alto, as well as serving our expanded service area with equal fervor, quality, and excellence in care delivery.

RAVENSWOOD FAMILY DENTISTRY’S 10-YEAR ANNIVERSARY

Since 2001, Ravenswood has been providing health care services to underserved communities in Silicon Valley. In 2020, Ravenswood celebrated two major anniversaries!

On April 24th of 2020, Ravenswood’s dental clinic, Ravenswood Family Dentistry (RFD), celebrated 10 years of providing comprehensive oral health care services to underserved communities in Silicon Valley. RFD’s services range from preventive care, pediatric care, periodontal cleanings, restorative care, extractions (surgical and non-surgical), crowns and bridges, root canals, removable partial and full dentures, urgent visits (same day appointments), to prenatal oral health care.

Ravenswood’s Chief Dental Officer, Yogita Thakur, DDS, MS, has been leading RFD since July 2010 and has witnessed how RFD has served as a critical access point to comprehensive oral health care services for low-income children, families, and individuals. “Our dental clinic has helped improve the oral health of many in our service area and has tirelessly worked to eliminate oral health disparities,” shares Dr. Thakur. RFD has grown from seeing 1,461 patients in 2010 to over 6,900 patients in 2019.

During COVID-19, our dental clinic remained open to serve our communities and provided urgent dental care in-person as well as dental consultations via phone or video to keep patients’ gums and teeth healthy at home.
RAVENSWOOD FAMILY HEALTH CENTER’S 5-YEAR ANNIVERSARY

On May 5th of 2020, we celebrated the five-year anniversary of our main health center in East Palo Alto. At noon on May 5, 2015, the doors of our health center opened and the first patients streamed into the lobby to check in at our kiosks. Within 20 minutes of opening our new facility, there were patients registering and waiting in the lobby seating area to see their providers, lining up for our pharmacy, and checking in to have their blood drawn. Support from various funders, donors, staff, communities, and partner organizations made our vision of building a state-of-the-art, 53-exam room health center that serves as a one-stop shop for primary care, behavioral health, pharmacy, optometry, health education, x-ray, mammography, and expanded lab services a reality!

We thank our funders, donors, staff, communities, and partner organizations for their support five years ago and their ongoing support today!

Responding to the Covid-19 Pandemic

Since the COVID-19 public health crisis began in March 2020, community health centers such as Ravenswood have been on the front lines of defense. Given that hospitals have been overloaded, keeping patients cared for in the community and out of emergency rooms has played a critical role in our nation’s response strategy to COVID-19.

To reduce the risk of spread and to protect our community and staff, we adjusted the way we provided care. Hours of operation were reduced, and the following services were temporarily suspended when the shelter-in-place order was implemented in March: Optometry, Optical, and routine medical and dental visits. Healthcare services were provided using a combination of in-person and telehealth visits, which were via phone or video call. We adapted our pharmacy protocol to dispense medications through our mobile medical van in the clinic parking lot as well. As of June, we started re-opening our services.

Given that the pandemic is ongoing, constant updates have been made to our workflows to ensure the most up-to-date response mechanisms are in place to handle the situation at hand. Everyone, including staff and vendors, who enters our facilities is screened and required to wear face masks before entering. Sick patients with respiratory problems are isolated from other patients, and each chair is spaced at least six-feet apart from each other. Additionally, all our surfaces are sanitized hourly, including handrails and doorknobs. COVID-19 testing for our symptomatic patients and asymptomatic patients who are essential workers is being conducted via drive-through with patients in their vehicles and staff in full Personal Protective Equipment (PPE).
Financials

### STATEMENT OF FINANCIAL POSITION FISCAL YEAR 2017-2019

#### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$2,831,047.00</td>
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<td>Insurance/Patient Receivables</td>
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<td>Campaign Pledges</td>
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<td>Property &amp; Equipment</td>
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<td>Other Assets</td>
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<td>$797,649.00</td>
<td>$1,322,690.00</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>$70,874,253.00</td>
<td>$68,680,613.00</td>
<td>$46,137,929.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<tbody>
<tr>
<td>Current Liabilities</td>
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<td>$2,347,240.00</td>
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<td>Long-Term Liabilities</td>
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<td>$11,001,448.00</td>
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<td><strong>Total Liabilities</strong></td>
<td>$40,114,407.00</td>
<td>$39,413,039.00</td>
<td>$13,348,688.00</td>
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#### NET ASSETS

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<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<tbody>
<tr>
<td>Without Donor Restrictions</td>
<td>$28,158,890.00</td>
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<td>With Donor Restrictions</td>
<td>$2,600,956.00</td>
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<td>$1,364,135.00</td>
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<td><strong>Total Net Assets</strong></td>
<td>$30,759,846.00</td>
<td>$29,267,574.00</td>
<td>$32,789,241.00</td>
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<th>2018</th>
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<tbody>
<tr>
<td><strong>Total Liabilities &amp; Net Assets</strong></td>
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<td>$68,680,613.00</td>
<td>$46,137,929.00</td>
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HOW TO DONATE
Online: Securely, at http://ravenswoodfhc.org/

Mail a check:
Ravenswood Family Health Center
1885 Bay Road
East Palo Alto, CA 94303

Contact the Development Team:
650.617.7829 or at Development@RavenswoodFHC.org