Letter from the CEO

Dear Friends,

As we move into our 20th month of the COVID-19 pandemic, we are proud of the fact that our 316-person workforce is now fully vaccinated and we continue to offer both in-person and remote services for patients. We, as one, decided to trust crossing the finish line before the State’s September 30th deadline for all healthcare workers to be vaccinated. We achieved this victory thanks to our Chief Medical Officer, Dr. Jaime Chavarria, educating and updating staff on COVID-19. It was also in part due to staff participating in our mass vaccine clinics for our community for the last nine months and witnessing the importance of getting vaccinated. Even the remaining few staff who were uncertain about the vaccine joined in getting vaccinated.

Like many healthcare organizations, we are in a new and challenging environment. In addition to the infection control and safety adjustments we have made to our workflows, our staff have also made changes to their lives—to work closer to home to reduce their commute, leave the health care field, stay home with their children, or leave the area to be closer to relatives. Filling vacant positions has become more challenging. Certain positions for dental assisting, behavioral health counseling, social work, and accounting have become more difficult to fill, if at all.

To address this challenge, we are looking to train our own. Our Chief Dental Officer, Dr. Yogita Thakur, created a six-month Dental Assistant job training program that is paid, which will be piloted this quarter. As we could not find a Lactation Consultant, we are paying for one of our experienced Women’s Health Medical Assistant to be trained in the position. Additionally, our Clinical Director of Behavioral Health, Dr. Sandra Escobar, is working with PhD Psychology programs to have at least one Psychology Intern and one Post Doctorate candidate to expand our counseling access for our patients.

We hired additional Baccalaureate graduates for one-year fellowships to give them experience and fill our ranks. In addition to our Stanford Community Impact Fellows, we now also have University of California graduates assisting us with vaccine clinics, helping patients enroll in our patient portal, and supporting executives as program assistants. Ravenswood Family Health Network is committed to bringing on culturally and linguistically diverse interns and residents learning to become doctors, nurse practitioners, nurses, medical assistants, medical scribes, and other health care positions who value community health and want to work with the underserved.

We are creative, resilient, dedicated to process improvement, and compassionate. We believe in public health, and strive to always meet every challenge with human centered design and thoughtful innovations. We are grateful for your continued financial and political support along our 20-year journey to becoming Ravenswood Family Health Network. Your belief in us is powerful and foundational.

Wishing you peace, joy, and comfort this Holiday Season,

Together in Health,
Luisa Buada, RN, BSN, MPH,
Chief Executive Officer
**Cristopher’s Story**

Cristopher (Cris) Mendoza’s first visit to Ravenswood was the most memorable for his mother, Maria. When Cris was 5, Maria noticed soft, round bumps in his mouth. Having heard positive feedback about Ravenswood, she registered Cris as a patient and received an appointment the next day.

At his appointment, Cris’ pediatrician at the time, checked his mouth and diagnosed him with a common bacterial infection. He was prescribed an antibiotic ointment to pick up at Ravenswood’s in-house pharmacy. After a week, the infection improved and Cris was feeling better!

When Maria felt overwhelmed about Cris’ asthma, Ravenswood was there to help too! Cris was diagnosed with asthma as an infant, and over time his asthma became more severe. Maria was desperate to feel more secure with Cris’ condition, and said “talking to the nurses at Ravenswood helped me understand the steps I must take to support his health.” Maria first gives Cris his inhaler, puts VapoRub on his body, and then helps direct him through breathing. When he feels sick, they bring him to Ravenswood for asthma treatment. If his asthma worsens, they use the emergency room as a last resort.

Maria is so grateful for Cris’ stable health. Now, both of her children, Cris of 10 years and Stacy of 7 years, are seen by the same pediatrician, Dr. Davis. Stacy says, “I like that [Dr. Davis] explains why I’m sick to my mom.” Dr. Davis takes care of Cris and Stacy’s routine check-ups, is attentive of their allergies, and is on-call to prescribe medication as needed. Cris enjoys the relationship he has built with his doctor too and says, “Dr. Davis is not only my doctor, but my friend too.”

Having such a great experience at the start of Cris’ health journey encouraged his mother to enroll the rest of her family as Ravenswood patients as well! The Mendoza Family have been patients of Ravenswood since 2015. Maria, her husband, Cris, and Stacy, have received pediatric, family medicine, dental, optometry, and pharmacy services at Ravenswood.

To Maria, there is no other clinic that she and her entire family would utilize. “It is a blessing that the clinic is here,” she says. “There is no other clinic that attends [to us] like them here.”

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**Provider Spotlight: Dr. Davis**

Dr. Jeremiah Davis, Associate Medical Director of Pediatrics, has been providing care at Ravenswood for over three years. He is devoted to working in underserved communities and addressing the healthcare needs of pediatric patients.

As a pediatrician, he is most passionate about understanding the science behind what is going on in the immune system of a child. “When someone asks me why, that’s my favorite question,” said Dr. Davis. He loves having the opportunity to connect with families and inform them of the options they have for better health. Dr. Davis stated, “A patient should have more ownership of what’s healthy for them.”

After just a year at Ravenswood, Dr. Davis became the Electronic Health Records (EHR) Provider Lead. While still providing care to pediatric patients, he supported providers through Ravenswood’s EHR transition from NextGen to Epic and worked with the EHR Core Team to make sure the transition came together as planned. Dr. Davis said, “Changing our EHR system was a huge shift in culture.”

One of his proudest moments was completing the EHR transition in July 2020 in the midst of the COVID-19 pandemic. Soon after the EHR transition was completed, Dr. Davis also became the Associate Medical Director of Pediatrics in September 2020. In this role he is dedicated to ensuring that the pediatric department provides the best care possible. He supports his team by making sure all the necessary tools and resources are available to provide high-quality care. He teaches his team about different clinical topics, provides guidance for trainees, and works closely with different departments throughout the clinic to ensure holistic, patient-centered care for pediatric patients.

Dr. Davis takes the time to listen, understand, and provide a solution in every role—whether that is with his patients, pediatric team, or EHR operations work. He wants to be able to make an impact on the health of his patients beyond Ravenswood’s clinic walls. One personal goal Dr. Davis has for his future is to write a novel.
OUR VISION
Our patients will become educated, engaged and empowered to actively manage their health and become advocates for healthy living within their family and the community, inspiring others to value good health as true wealth.

20 Years Of Health Care!
In 2001, Ravenswood set out on a mission to improve the health of the community by providing culturally sensitive, integrated primary and preventative health care to all. This year, we celebrate 20 years of great service to the community. The opening of our services was one of the biggest steps taken as an organization to addressing the need for high quality health care in underserved communities. After opening our doors to provide health services to San Mateo County residents, we are proud to have the support to reach further communities in need. In April 2020, Ravenswood acquired MayView Community Health Centers and expanded to serving Santa Clara County residents. Congratulations Ravenswood Family Health Network for twenty impeccable years and cheers to many more!

Welcome In!
Renovating MayView Palo Alto Clinic
Thanks to funding from The David and Lucile Packard Foundation and our supporters, we were able to make remarkable alterations and renovations to our MayView Palo Alto clinic that will enhance and expand services for our patients in Santa Clara County.

Ravenswood acquired Mayview Community Health Centers and expanded to serving Santa Clara County.

Patients can now easily navigate the clinic by following clear signage, such as the one for the Lab. New handicap toilet with Lab pass through cabinet also visible in photo.

Every exam room now has an overhead cabinet with a sink and additional electrical outlets (moved from being on the floors to the walls) to connect computers, printers, and vital machines.

Our waiting room was expanded to fit more chairs and adhere to social distancing guidelines. Cabinets were replaced to ensure that medical supplies are stored securely. Nine handwashing sinks were added throughout the clinic. A handicap accessible bathroom with a lab specimen pass through cabinet was built. Additionally, clinic staff have two large rooms with improved social distancing and ergonomic equipment.

We also added electrical outlets throughout the clinic. Many rooms had outlets on the floor, a tripping hazard, which we moved to the walls. Now, each exam room has enough outlets and power for HEPA filters, ultrasound machines, digital vital sign monitors, computers, and printers. Lastly, we added signage to the waiting room, exam rooms, laboratory, and restrooms to enhance navigation for our patients.

Another critical component of our vaccine and testing outreach was our plan to utilize a new mobile clinic that was being constructed out of state for this purpose. Due to many manufacturing back orders, the mobile clinic delivery was delayed (explained in further detail in question 3). Nonetheless, we have been eagerly preparing for its arrival in order to utilize it for testing and vaccine services as quickly as possible. We hired a Mobile Clinic Services Manager and are recruiting to hire the additional mobile clinic staff now.

Patient Advisory Day
This year we held our fourth annual Patient Advisory Day (spans two Saturdays—English session on October 16 and Spanish session on October 23). Patient Advisory Day is an annual event we hold for our patients to share feedback about the care they receive—from the moment they are screened, to being the doctor, to picking up their prescription from the in-house pharmacy. Patients have the opportunity to speak directly to our managers, Executive Leaders, and Board of Directors through a virtual meeting. Christina, Ravenswood’s Patient Experience Manager, says, “[this year’s participants] informed us that we are doing a great job in giving great services, and have also shown us where there is room to grow.” We use patient feedback to review processes, make necessary changes, and identify gaps. We are excited for our fifth annual Patient Advisory Day next year and hope that we can hold it in-person as we did prior to the pandemic!

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Ravenswood acquired Mayview Community Health Centers and expanded to serving Santa Clara County.

Patients can now easily navigate the clinic by following clear signage, such as the one for the Lab. New handicap toilet with Lab pass through cabinet also visible in photo.

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Continuing Care Through The Pandemic

Our experience with COVID testing positioned us to quickly roll out vaccine clinics with the help of our local health departments. As of May 2021, we have seen less demand for COVID testing due to vaccination rates being high in our community.

With ever-changing curveballs throughout the pandemic, we are doing what is necessary to protect our community. The most safe and effective way to protect everyone is through vaccinations. As of October 1, we have administered 23,778 vaccines. Along with weekly vaccine clinics at our Ravenswood and MayView health centers, we offer targeted vaccine clinics as needed. Given that the vaccine was made available to teens in May, we have also held teen-only vaccine clinics.

We have also started to offer third dose booster shots for Ravenswood patients who are immunocompromised and have a referral from their primary care doctor in September. As soon as the eligibility requirements change, we will be holding larger booster shot clinics too. The first week of November we expect to begin vaccines for our 5 to 11-year-old patients once the Centers for Disease Control and Prevention and California Department of Public Health approve them.

Our health network has found multiple ways to provide COVID prevention and vaccine education to our patients. We continue screening patients, encourage social distancing, and implement sanitation protocols across all our sites. From offering telehealth appointments to setting up drive-through dental check-ups for pediatric patients in 2020 to moving our support groups for expectant and new mothers to a virtual format, our staff has found creative, effective ways to continue providing care safely. When our health coaches have an appointment with a patient to discuss diabetes, hypertension management, or gaps in their care, COVID safety measures and vaccine concerns are brought up. Outside of the clinic, we share COVID-19 prevention tips and vaccine updates through our social media platforms for our community to stay informed.

Soon, we will be providing COVID services in Santa Clara County through our new mobile clinic. We are working with local community partners, such as apartment complex owners, businesses, nonprofits, churches, and schools to find sites to set up the mobile clinic for testing and vaccinations. Ravenswood personnel will be administering vaccines and tests directly outside of the mobile clinic to limit indoor interactions and chances of spreading COVID.

Mental Health Tips From Ravenswood

All Ravenswood patients have access to counseling services via telehealth or in-person with our Integrated Behavioral Health Services (IBHS) Team. Our IBHS Team is dedicated to providing mental, emotional, and behavioral health services. During the pandemic, the team collaborated with other departments to share emergency resources around addressing social determinants of health--financial relief, food security, rental assistance, employment, and housing support.

Ravenswood wants to help you take care of you. Here are some tips from our IBHS Team:

• Set and maintain a routine at home.
• Focus on things that you can control.
• Practice pausing. Focus your thoughts on the present—things you enjoy and are grateful for today.
• Take deep breaths, stretch, or meditate.
• Take some time to journal your thoughts.
• Listen to music, read books, or do another activity you enjoy.
• Maintain social connections with your loved ones. Reach out to them to talk about your concerns and feelings.
• Accept that you might need additional help. Consider seeing a professional counselor.
• Take breaks from watching, reading, or listening to news. Staying informed is helpful, but try to not overwhelm yourself with information.
• Take care of your body.