Health Care that Cares
20 Years of Service in the Community

ANNUAL REPORT | Fiscal Year 2020 - 2021
Our Mission

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.
Dear Friends,

Looking back on a challenging year, I want to express my deep gratitude for everyone who stepped up to support our community’s health care during this ongoing crisis. If you are like me, you are feeling conflicting emotions this year—gratitude for safe, effective vaccines, anger at disparities in our society, inspiration from the hard work of front-line healthcare teams around the world, grief at the many lives and livelihoods that have been lost, and uncertainty about what the future may hold. My heart goes out to all the front-line healthcare teams, patients, and community members who have lost loved ones this year. At Ravenswood, we are grateful for your support as it gives us hope for a brighter and healthier tomorrow.

With the help of the community behind us, we have worked together to lessen the impact of the pandemic in our communities. COVID-19 has been especially detrimental in the communities we serve, disproportionately harming the health and occupations of patients who are low-income and ethnic minorities. At the start of the pandemic, taking precautions such as keeping a 6 feet distance from others and wearing a mask around others has contributed to keeping our communities safe and out of emergency rooms. Though making sacrifices has been hard on our personal lives during this time—like avoiding family gatherings and life celebrations—it has allowed our health network to rollout all services to our patients again.

Safety protocols have granted us the opportunity to help patients maintain their health and prevent chronic health conditions from starting or worsening. In a community adversely affected by health disparities, Ravenswood is providing access to care and resources to patients to take control of their own health.

Over this past year, our staff has worked overtime to provide vaccines, and we have been joined by volunteer nurses, doctors, medical assistants, students, and community members. With the help of everyone who came together, Ravenswood has delivered over 22,000 vaccine doses to our patients and community members since we started providing vaccines this January. Every vaccine we administer protects not only the patient, but also their loved ones. Helping deliver vaccines to our community is an essential step toward recovery. As more of our community members have received vaccines, COVID cases have been falling, however there remains much work to be done.

In addition to providing vaccines, support from our donors and partners has allowed us to adapt our programs to the demands of the everchanging pandemic. Across all departments, our staff and patients have learned to effectively use telehealth technology. We are grateful to our staff for their flexibility and persistence. As we look to the year ahead, it is difficult to predict how the pandemic will evolve. What we do know, though, is that we will be here for the community no matter what, and with your help, we will continue to reach toward a vision of healthcare for all.

With gratitude,

Luisa Buada, RN, BSN, MPH,
Chief Executive Officer
Ravenswood Family Health Network has been on the frontlines of the pandemic—from offering COVID-19 testing to providing COVID-19 vaccines to patients and community members.

Our patients are at heightened risk of exposure to COVID because many are essential workers who are unable to work from home, and live in crowded housing arrangements. To help keep our patients and community members safe, we have offered COVID testing since March 2020 and COVID vaccines since January 2021. Testing provides key information: tests let patients know their status, help stop the spread, and inform positive-testing patients that they should quarantine until they recover or get the treatment they need in a hospital. When a patient tests positive, we review their contacts with them and recommend isolation and testing, regardless of one’s vaccine status.

We began administering vaccines to eligible patients and community members in January of 2021. Soon after, we launched a vaccine campaign. We had radio advertisements, fliers, social media posts, bus advertisements, and much more! We held numerous Community COVID Vaccine Clinics at our main health center in East Palo Alto, local partner sites such as the YMCA, Onetta Harris Community Center, local schools, and Woodland Park Apartment Communities, and at the Facebook campus—all where thousands of vaccines were administered.

Each step of the way in our vaccine journey has been a step closer to herd immunity. As we continue to educate and encourage the community around COVID safety and vaccination, we get closer to returning to a new normal. As of August 31, 2021, we have administered over 22,000 doses to 12,855 individuals. The COVID vaccine has provided hope for the future of our patients, staff, and community.
Remodeling Our Care: Turning to Telehealth

Many changes were made to the way we provide care. Our regular team huddles turned to zoom calls, our patient visitation became more limited, and we implemented a new type of care—telehealth visits. Telehealth visits were implemented at the start of the pandemic, via video and phone to provide easy access to care. Since then, we have continued to offer telehealth visits for our patients in pediatrics, family practice, women’s health, integrated behavioral health, dentistry, optometry, pharmacy, health education, referrals, and enrollment. Even as local COVID restrictions relax and more of our patient population become vaccinated, telehealth remains a crucial strategy for us to provide services: approximately 20% of our current visits are held via telehealth. With telehealth as a tool, patients no longer need to look for transportation, worry about fitting an office visit into their busy schedule, or worry about bringing a support person to a visit. Telehealth became possible because of the COVID-19 pandemic emergency declaration that allowed clinics like ours to bill and be paid for synchronous virtual visits for the first time.

TELEHEALTH IN MEDICINE
Dr. Davis, our Associate Medical Director of Pediatrics, says, “We have seen a huge impact and savings in terms of time, cost, and hassle for families who can receive care without having to leave home, find a sitter, or wrangle other siblings in and out of the clinic.” Telehealth has also served as an opportunity for teenagers to step up in managing their own care when they connect with technology they feel safe and willing to engage with.

TELEHEALTH DENTISTRY
Ravenswood Family Dentistry has been offering telehealth appointments since early 2020. At first, we only gave patients with emergencies telehealth appointments, which allowed our dental assistants to triage for the appropriate treatment.

Our dental assistants assessed patients via telehealth and decided if a patient’s condition could be managed with a prescription, if they had an emergency that required immediate care, or if they had time to get a COVID test before receiving dental care. For those who did not have time to take a COVID test, we provided care in a closed dental operatory to avoid the spread of aerosolized particles during the procedure. Our Chief Dental Officer says, “Telehealth has opened a number of opportunities for our patients and workflow when it came to addressing chief complaints right away, prioritizing which patients needed to be seen first, and it made post-operative follow ups a breeze.” Now that dental services are fully open, we continue to refer patients to telehealth appointments before scheduling an in-person visit.

TELEHEALTH IN BEHAVIORAL HEALTH
Most of our Integrated Behavioral Health Services appointments are currently held via telehealth. Since masks are still required for in-person visits, our IBHS team has found that they are able to build trust and communication more easily over video calls than in person since their faces are not partially covered by masks. Dr. Escobar, Clinical Director of Integrated Behavioral Health Services, says, “In many cases, clinicians have the opportunity to view a patient’s home environment via technology and have a better picture of the patient’s struggles and social determinants of health, which are crucial to address for better mental and physical health.” Using telehealth to deliver and assist with the delivery of behavioral health services can reduce, remove or minimize challenges, burdens and barriers that many of our patients encounter.

Telehealth has allowed our staff to offer greater access and more efficient care for patients. Telehealth is now a staple tool in the way Ravenswood provides care, and we plan on continuing to utilize telehealth to cater to the needs of our community beyond the pandemic, provided that reimbursement will continue to be available to us.
Transitioning Our Electronic Health Records

While battling COVID-19, we also took on the challenge of transitioning to a new electronic health records (EHR) system—Epic.

Changing to a more universal health records system has improved interoperability and data exchange with external health care partners in the region. It has also saved our patients and our staff the time it takes to scavenge or contact other health centers for historical medical records.

Epic includes a robust patient portal, MyChart, which allows patients to manage their care with ease—whether on the web or through the mobile app. MyChart allows patients to have access to all their health information, will eventually give them the ability to schedule appointments, and helps them connect with doctors through telehealth—all at their fingertips! Dr. Davis, who was the EHR Provider Lead of the core transition team, says, “patients have engaged with their own health information through our MyChart portal at usage rates far above what we’ve ever experienced before.”

As we continue to utilize Epic, we are excited to see how we can continue to improve care for our patients.

Virtual Patient Advisory Day

In September 2020, we held our 3rd annual Patient Advisory Day. We host this annual event for patients to share their experiences and provide feedback on the care they receive. This time, we held it virtually to accommodate for patient safety and convenience during the pandemic. We held Zoom calls in Spanish, Tongan, and English, which are the most commonly spoken languages among our patients. Members of our clinic staff led sessions in which patients shared their thoughts on our Pediatrics, Family Practice, and Women’s Health Departments. We always appreciate learning from our patients!

One-year Anniversary of MayView Acquisition

On April 1, 2021, we celebrated the one-year anniversary of MayView joining Ravenswood! We are excited to continue growing stronger together and serving more underserved residents in both San Mateo County and Santa Clara County.
As of August 31, 2021, we have administered 22,530 vaccines.

Our Vaccine Journey

(January–March) Vaccinated eligible patients and community members at our clinic sites and partner sites.

Continued vaccinating patients and community members as all individuals age 16+ became eligible for the vaccine on April 15.

Started vaccinating children 12+ since Pfizer became available to children 12+.

Went into the community and brought the vaccine directly to schools and apartment communities.

Our Patients July 1, 2020 to June 30, 2021 data

Total number of prenatal patients: 642

Total number of patients: 19,917

34% of patients are pediatric (ages 0-18)

83% of patients live at or below 200% Federal Poverty Level*

5% of patients identify as homeless

43% of patients are uninsured

691 total number of patients who received behavioral health services

2,634 total number of Integrated Behavioral Health Services visits

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

**PRIMARY MEDICAL CARE**
- Prenatal Care
- Pediatric & Adolescent Medicine
- Adult Medicine
- Women’s Health
- Optometry & Optical Services
- Screenings & Immunizations
- Lab
- Pharmacy
- General X-ray
- Ultrasound
- Mammography
- Chiropractic Care
- Referrals to Specialty Care

**INTEGRATED BEHAVIORAL HEALTH SERVICES**
- Crisis Intervention
- Short-Term Counseling
- Social Service Referrals
- Parenting Support
- Domestic Violence Counseling

**CENTER FOR HEALTH PROMOTION**
- Chronic Disease Management
- Health Coaching
- Health Coverage Enrollment

**RAVENSWOOD FAMILY DENTISTRY**
- Pediatric & Adult Dental Care
- Preventive Care
- Restorative & Periodontal Care
- Crowns, Bridges & Dentures
- Oral Surgery
- Emergency Dental Services
- Health Education
- Preventive Dental Care in 14 San Mateo County
  - Pre-Schools and Other Sites

**MAYVIEW SERVICES**
- Perinatal Care
- Pediatric & Adolescent Medicine
- Adult Medicine
- Women’s Health
- Integrated Behavioral Health
- Chiropractic Care
- Chronic Disease Management
- Health Education
- Screenings & Immunization
- Lab

**Revenue Sources**
- **Government, 27%**
- **Foundations & Healthcare Partners, 3%**
- **Individual Donations, 1%**
- **Other Revenue, 3%**
- **Patient Services Revenue, 66%**

Revenue sources are based off FY 20-21 organizational budget
Thanks to your support, Ravenswood Family Health Network was able to serve and protect low-income communities during one of the biggest crises of the century.

As a federally qualified health center, the pandemic had a negative impact on our patient revenue. Your assistance helped us remain open to provide primary care and keep patients out of emergency rooms. We are truly grateful for your assistance.
Thank You!

**GRANTS: 2020–2021** (as of June 30, 2021)

- America’s Toothfairy
- Anonymous
- Atkinsion Foundation
- Bella Vista Foundation
- Christiana Foundation
- City of Mountain View
- City of Palo Alto
- City of Sunnyvale
- Community Health Partnership
- County of San Mateo
- County of Santa Clara
- CZI (Chan Zuckerberg Initiative) Community Fund
- Direct Relief
- El Camino Healthcare District
- First 5 San Mateo County
- Fresh Approach
- George H. Sandy Foundation
- Health Resources & Services Administration
- Health Net
- Hurlbut Johnson Charitable Trust
- John and Marcia Goldman Foundation
- Joseph & Vera Long Foundation
- Kiwanis Club of Mountain View
- Kiwanis Club of Palo Alto
- KLA Foundation
- Los Altos Community Foundation
- Lucile Packard Children’s Hospital at Stanford
- Menlo Park Rotary
- Menlo Park Surgical Hospital
- NORCAL Group Foundation
- Palo Alto Community Fund
- Palo Alto Medical Foundation | Sutter Health
- Public Health Institute
- RAGA Foundation
- Sand Hill Foundation
- Sequoia Healthcare District
- Sobrato Family Foundation
- Stanford Health Care
- Sunlight Giving
- Sutter Health
- The David and Lucile Packard Foundation
- The California Wellness Foundation
- The Grove Foundation
- The Leonard C. & Mildred F. Ferguson Foundation

**PPE DONATIONS: 2020–2021** (as of June 30, 2021)

- Bank of America
- Community Health Partnership
- County of San Mateo
- Eleanor Britter EOC
- Facebook
- FEMA Health and Human Services
- Henry Schein
- Kelda Jamison
- Kelly Kelana La Amora
- Kenny D. Krawitz
- MilliporeSigma
- Rotary Club of Menlo Park
- Stanford HAAS Center
- Susan Schwartzwald
- Thien Nhien Luong

**DONATIONS: 2020–2021** (as of June 30, 2021; excludes in-kind donations)

- Aarthi Anand
- Adams Street Partners
- Alameda Community
- Alan Leviton
- Alexander Gruenstein
- Almanac Holiday Fund
- Amanda Han
- Amazon Smile
- Amantha Diwakar
- Anonymous
- America’s Toothfairy
- Donald and Elizabeth Dixon
- Andy Fried
- Dikshya Adhikari
- Donasiano Perez
- Dorothy Fadiman
- Emily Wilson
- Eric Hahn
- Evelyn Garcia
- Faith Brass
- First Congregational Church
- Frances Codispoti
- Frank Adams
- Frederick G. St. Goar
- Frederick Serrurier
- Gallo Family Fund
- Gideon Hausner Jewish Day School
- Gordon Donation
- Gordon Russell
- Graylan A. Jacques
- Gregory Serrurier
- Griselado Lopez
- Helen Brubaker
- Helen Frederickson
- Herbert Leiderman
- Holly Myers
- Howard Hoffman
- Howard Lin
- Isabel Quinonez
- Ivonne Velado
- J. William Uhrig
- Jaime Chavarría
- James Bassett
- James Burn
- James DiMatteo
- James Frank Cooper
- Jane Reed
- Jane and Enrico Bernasconi
- Jane Farish Savage
- Jane Paulson
- Jane Rytina
- Jean Dawes
- Jean Pardee
- Jean Tarantino
- Jeannette Kennedy
- Jeanne Fischer
- Jenny Shepard
- Jessica Yee
- Jesus Aguillon
- Jewish Community
- Federation Levy Family
- Philanthropic Fund
- Jim Koshland
- JK Family Fund
- Joanne Kagle
- Joanne Kolman
- John McMurtry
- John Shannon
- John Weatherby
- John Ruck
- Julia Platt
- Julie Brody
- Juniper
- Karen Kavanagh
- Karen Ross
- Karin Meng
- Katalina Taipaitle
- Kathleen Bonite
- Kathleen King
- Kathleen L. Joki
- Kevin Kennedy
- Kim Bayee
- Kimberly Rufus
- Kiran Garewal
- Kundinger/Sattler
- Charitable Fund
- Kyle Horn
- LaRae Garrigan
- Larry Bailey
- Laura Singer
- Laurie Withers
- Leslie Estrada
- Letrice Smith
- Linda Beyer
- Linda Golub
- Linda Gotelli
- Linda Griffin
- Linda Maki
- Lisa Forssell and Hugh Holtbrook
- Lourdes Sanchez
- Luisa Buada
- Manuel Arteaga
- Marcelle Combs
- Margaret Taylor
- Marian Baldauf
- Marina Yu
- Martha Escobedo
- Martin Schifferbauer
- Martin Schottland
- Mary Ann Carmack
- Mary Ellen Cardenas
- Mary Lemmon
- Matthew Mesias
- Maureen Greer
- Maya Altman
- Mele Taipaitle
- Meleni Falemaka Talakai
- Michael Leviten
- Michael Pittenger
- Michael Rafferty
- Milton Grinberg
- Mountain View Voice
- Myra Aguillard
- Natasha Hodgen
- Netflix
- Network for Good
- Narih Kurn
- Omowale Satterwhite
- Orlin Trapp
- Orton Family Fund
- Palani Balu
- Patricia Breece Fund
- Patricia Sharrow
- Patrick Ward
- Paul F. Perret
- Peter Greenberg
- Peter J. Dehlinger
- Peter Rudd
- Philip Abrahamson
- Philip Liu
- Rachel Tarantino
- Ramon Meacham
- Rebecca Panto
- Renata Cruz
- Renee Barnes
- Rich Kelley
- Richard Bland
- Richard Elder
- Richard Morris
- Richard R. Hoy
- Robert A. Russo
- Robert Brown
- Robert McIntyre
- Robert Sawyer
- Robert T. Nurisso
- Roland Morris and Philip Bucksbaum
- Robyn and Loren Shalinsky
- Roger J. Way
- Rosa Brody
- Roy Hayter
- Sally Falkenhagen
- Sally MacDonald
- Sara Red
- Saroja Srinivasan
- Senseria Conley
- Shadia Karim
- Shaina Rej
- Sharon Chen
- Sher Amos-Grosser
- Sherrill Sager
- Sherrill Swan
- Shirley Reiter
- Siteri Maravou
- Siupeli Sakalia
- Skylies Runser
- Sonia Cardenas
- Sonia Chavez
- Sonia Santana
- Niaja Srinivasan
- Srinja Srinivasan
- Stasia Gross
- Stella Lee
- Stephen C. Beck
- Steven Asch
- Stuart and Jeanne Farwell
- Sue and Dick Levy Fund
- Sue Bartalo
- Summa Petoe Foundation
- Susan Choquette
- Susan Thomson
- Swanpanai Seneviratne
- Sybille Katz
- Tamara Fagin
- Tate Family Fund
- Teresa Peters
- The East Creek Fund
- The Grotto/Levy Family
- Charitable Fund
- Theodore H. Geballe
- Thierry Bui
- Thomas Ginlengewinkel-Meyer
- Thomas Koster
- Timothy Petersen
- Toh Seng Ng
- Tricia Ward-Dolka
- Unmesh Agarwala
- Victor Carrion
- Vidhya Balasubramanian
- Wen-Chien Chen
- William Bassett
- William Carlborg
- William Kwong
- Wilma Balmonte
- Xeni Gonzalez
- Yogita Thakur
- Yon Sung
- Zachary Osorio
Our Locations

RAVENSWOOD LOCATIONS
1. Ravenswood Family Health Center  1885 Bay Road, East Palo Alto, CA 94303
2. Ravenswood Family Dentistry  1807 Bay Road, East Palo Alto, CA 94303
3. Center for Health Promotion Eligibility & Enrollment  1842 Bay Road, East Palo Alto, CA 94303

MAYVIEW LOCATIONS
4. MayView Palo Alto  270 Grant Avenue, Palo Alto, CA 94306
5. MayView Mountain View  900 Miramonte Avenue, 2nd Floor, Mountain View, CA 94040
6. MayView Sunnyvale  785 Morse Avenue, Sunnyvale, CA 94085

PPE DONATIONS: 2020–2021