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.
Letter from the Chair

Dear Friends,

As the Board Chair, I am very proud of the high quality of care that Ravenswood delivers, and the constant improvement of the infrastructure and reach of Ravenswood. Ravenswood has been able to expand their clinics and sites to areas of the Peninsula not covered before, bringing quality health services to a greater number of people who really need it. I care a lot about fairness in all things and ensuring people have what they need to live positive and productive lives. Ravenswood is a perfect fit for my values because they play an important role in filling the gaps in our health care system that would leave many people in our communities helpless against painful health issues.

We have seen Ravenswood grow in many ways throughout the years, and this year we say goodbye to our CEO who helped lead Ravenswood to become what it is today. In my time working with Luisa, I have seen her demonstrate integrity, honesty, creativity, vision, sympathy, a builder approach, and a willingness to educate others in her CEO role. As she moves into the next stage of her journey, I wish her happiness and hope she has many exciting hobbies to pursue.

As Luisa steps down from this role, Gralyn Jacques will bring in a deep knowledge of every aspect of the Ravenswood operation, community, and team into his new role as CEO. Gralyn’s expertise in finance will be key to running this organization, especially with his expansive understanding of the reimbursement processes that keeps the organization financially strong. Gralyn also cares about the community and mission of Ravenswood, making him a great asset as the next CEO.

Luisa’s excellent leadership and friendship will be greatly missed as she moves on to her next phase of life. We hope she is able to stay involved in some way as Gralyn continues in her tradition of excellence.

With Gratitude

Fred Mondragon, MBA
Board Chair
Transitioning our New CEO

Gralyn Jacques has been part of Ravenswood’s Executive Team for more than 12 years. He was first the Controller in 2011, then he was Deputy CFO in 2016. He was promoted to Chief Financial Officer in 2019, and as of 2022 he is now the Deputy CEO. Gralyn’s previous position as the CFO provides him with a unique perspective to see our health network through a business lens. Stepping into his new role as CEO this upcoming December has granted him the opportunity to dive into how each department plays a part in providing quality care to our patients.

To fully begin to comprehend the ins and outs of managing and operating a health center, Gralyn began with understanding our health center’s need to generate revenue beyond Ravenswood’s patient revenue. Through philanthropy, he understood the important role our Development Department played in fundraising through donor relations and grants. He also took the time to trace back where exactly the organization’s finances have been coming from and how our performance as a health network can be seen through our Decision Support department and Operations directors. Once aware of our strengths and challenges, he began to see past the finances, ask “why” questions, and ultimately see which resources were necessary to reach our quality metric targets. With his history in submitting the annual Uniform Data Systems (UDS) and Office of Statewide Health Planning and Development (OSHPD) reports, he understood quality metrics. In addition to understanding our finances and metrics, he also came to recognize the complex environment health centers operate in throughout his transition. By sitting with the Compliance Committee, he learned that understanding risk and how to mitigate it is important, as one mistake could be very costly to the organization. He is cognizant of where community health in California is headed by working with Ravenswood’s health plans on our Pay for Performance efforts and our readiness for an alternative payment model. In all, Gralyn has come to profoundly understand Ravenswood’s internal operations and how essential external partners are to achieving our mission.

In preparation for this big change to CEO, there has been a transition period where Luisa, the current CEO, has been guiding Gralyn on managing all departments within the network. This transition to CEO is an 18-month process, and consists of one department transitioning to Gralyn each month. Each department prepared a CEO Summary and Orientation for Gralyn to determine how he can best support each department. Gralyn says, “I met with department heads in a one on one meeting, as a brief introduction of who I am, what my management philosophy is, and how I could support the department head going forward.”

After a few months of being Deputy CEO, Gralyn looks forward to continuing to provide high quality services to the community based off of the foundation Luisa has created for Ravenswood. "After recently converting to EPIC and acquiring MayView, all while responding to COVID and learning how to operate during a pandemic, a steady state where we can focus on stabilizing and strengthening our infrastructure is an important start,” says Gralyn.
Luisa has been an advocate for accessible and affordable health care for all who need it for 50 years. In Luisa's early life, she worked for the United Farm Workers, alongside Cesar Chavez. Her eyes were opened to the harsh inequities and injustices within healthcare. At the time, emergency rooms could turn away those without insurance and pregnant women could be denied care. A new enthusiasm for universal healthcare and diversity in the workplace sparked, leading Luisa to enroll in the nursing program at University of California, San Francisco for her Bachelor of Science in Nursing (BSN) and eventually the Masters in Public Health (MPH) program for Policy and Administration from the University of California, Berkeley.

At the age of 25, Luisa embarked on a career as a public health nurse, conducting Tuberculin Skin Test follow-ups, prenatal and newborn visits, and child abuse and neglect assessments across the Salinas Valley. She became Executive Director of Clinicas de Salud in the Salinas Valley, resulting in numerous requests from clinics nationwide seeking guidance in enhancing their operations. She was a founder of the Berkeley Primary Care Access Clinic, Lifelong Medical Care in Berkeley, and Ravenswood Family Health Network.

In 2001, she served as a consultant in the creation of the Ravenswood Family Health Clinic, which began providing culturally-competent, primary and preventative health care out of a portable building. She later became its Interim Chief Executive Officer (CEO).
Luisa visits the construction site of the main health center, Ravenswood Family Health Center, in East Palo Alto.

The construction of Ravenswood Family Health Center. Photo Credit: Jason Wurtz

Ravenswood’s modular health clinic in 2003.

Luisa visits the construction site of the main health center, Ravenswood Family Health Center, in East Palo Alto.

Photo Credit: Jason Wurtz

The grand opening of the new clinic in 2015.
(continued) for 12 months, and was appointed as the permanent CEO in November 2003. While working with diverse community stakeholders, she forged the community vision of a permanent health facility. In 2015, she shepherded the construction of a two-story 38,300 square foot state-of-the-art health clinic campus in East Palo Alto.

Under Luisa’s leadership, the center has grown exponentially from 13 employees and one small clinic to almost 400 employees and multiple sites across the Silicon Valley, providing essential healthcare services to the most vulnerable populations. In 2020, the clinic expanded its footprint to Palo Alto, Mountain View, and Sunnyvale. Upon the acquisition of the three MayView clinics, the health center became known as a health network. Luisa’s passion and tireless community advocacy led to Ravenswood incorporating a kaleidoscope of complementary services and programs over the years, including a stand-alone dentistry with 19 operatories, virtual dental homes (portable diagnostic dental services) for pre-school and kindergarten-age children at various locations in the community, CenteringPregnancy® and CenteringParenting® programs for new mothers and parents, optometry, podiatry, lactation counseling, mobile clinics, and more.

Luisa’s resilience and ingenuity were particularly evident during the COVID-19 pandemic, where she successfully implemented mass vaccination efforts for patients and the community-at-large, ensuring the health and safety of our community. Her tireless efforts have earned her the title of an “East Palo Alto hero” and a well-deserved induction into the San Mateo County Women’s Hall of Fame.

Luisa has made an indelible impact on the health outcomes of low-income residents in East Palo Alto and the surrounding communities. She retires as the Chief Executive Officer of Ravenswood Family Health Network on December 15, 2023, stepping down from a health care operation that initially served 300 patients in 2001 to now serving over 20,000 patients a year throughout its five permanent facilities. Her legacy will continue to inspire and guide our health network in the years to come.

Luisa Buada is a true healthcare hero, and her impact will be felt for generations to come. Her extraordinary service and humanitarian efforts represent the true definition of EXCELLENCE. Her legacy in health care is one of one.
COVID-19 exacerbated the need for comprehensive case management, social services, and integrated behavioral health services (IBHS) in the communities we serve. From January 2020, the onset of the pandemic, to January 2023, our referrals jumped from 200 patients to 400 patients. Typically, most of these referrals come externally from a health plan or internally from our own clinics. Health plans (such as Santa Clara Family Health Plan and Anthem Blue Cross) send us a list of hundreds of patients who meet the criteria for Enhanced Care Management (ECM) services and who are awaiting outreach. (ECM is a relatively new statewide Medi-Cal benefit available to eligible members with comprehensive social and psychological healthcare needs.)

From the referrals, our Social Services team works to address major factors affecting patients’ health functioning and quality of life outcomes, or what is commonly known as the social determinants of health. These patients tend to be our high-risk, complex patients who are often underrepresented minorities. The team’s role is to help patients make essential connections to primary care and the necessary resources to reduce overall health disparities, which may include food, safe and affordable housing, financial and/or domestic violence resources, and more.

Patients seen by our Social Services team come from diverse backgrounds, with a multitude of impediments in their lives. They present with multiple diagnoses, such as substance use disorder or mental health conditions. These patients also tend to be on multiple medications, which are often high-cost. These patients are also at high-risk for poorer health outcomes, and can be high Emergency Department (ED) utilizers or at risk of becoming high ED utilizers. In supporting these patients, our program team develops and helps carry out plans to address each patient’s determined needs.

The team explains and guides patients in executing these tailored plans, and reviews their progress with them. Social Service Department Manager, Karla Fraser, and Senior Manager of Social Services, Brenda Valencia, both say they are “proud of our Social Services team’s ability to navigate complex and quite honestly—broken—systems with limited resources.” As tenacious care coordinators, they will continue to advocate for our patients until our patients receive the help they need despite facing constant barriers. The goal is to provide support to patients and their families in addressing the various social, financial, and psychosocial needs related to their health conditions as they move through the health continuum.
In addition to individualized care plans, the program also provides in-depth case management, care coordination, and home visits for patients. The care coordinators maintain close collaboration between patient providers, nurses, and other allied care team members. The team brings their individual expertise and greater knowledge to ensure problems are addressed from all angles – no blind spots when tackling complex challenges with innovative ideas to providing overall optimal care. Ultimately, the program aims to address the factors that influence health outcomes, while guiding patients to a place where they can independently utilize the tools and resources needed to successfully manage their own care.

Podiatry Care for Our Patients

Foot and ankle conditions tend to be among the most common health conditions and have a pronounced impact on a patient’s overall health and quality of life. Patients often face significant barriers to accessing treatment, such as long wait times, high out-of-pocket costs, and transportation challenges. After assessing the need for Podiatry services, we began providing podiatry services at our East Palo Alto Clinic in October of 2022. We will begin providing Podiatry services at our MayView Palo Alto Clinic in September 2023. Our MayView Palo Alto Clinic will offer Podiatry services two days a month. We plan to expand our services to our remaining MayView Clinics to fulfill patient demand.

Our Podiatry Service offers a comprehensive range of services, including diagnosis, treatment, and management of conditions related to the feet and ankles. Preventive education to promote healthy foot and ankle practices is also offered, including regular check-ups and recommendations for appropriate footwear. The most common problems seen are plantar fasciitis (heel pain), in-growing toenail/infections, and diabetic foot evaluations.

We are fortunate to have Dr. Javeria Hussaini, our Podiatrist. She explains that, “plantar fasciitis can be a very difficult problem to treat, it requires a great deal of care on the part of the patient.” To treat the heel pain from plantar fasciitis, Dr. Javeria begins with a biomechanical exam to assess the patient’s foot type, then provides the patient with daily stretching exercises, prescribes pain medications in oral or topical form, and recommends a change of shoe gear to more supportive shoes. She enjoys being creative in the ways she provides care to ensure problem areas are addressed, and the patient can feel relief. She also found that it is important to patients that they have a surgical alternative. With everything considered, Dr. Javeria says "I enjoy helping patients get better and get back to their daily activities pain free.”
Ravenswood’s Lactation Counseling program, launched in June 2022, grew from having just eight patient visits to almost 60 patient visits per month by Spring 2023, in less than a year’s time! Its purpose is to provide quality breastfeeding support for new and pregnant moms with little or no breastfeeding experience in our multicultural community. Our dedicated team of three IBCLCs (International Board-Certified Lactation Consultants) offer patients with prenatal breastfeeding education, immediate postpartum, and ongoing lactation support in both Spanish and English.

Breastfeeding presents many long-term health benefits for both baby and mom, including decreases in the risk of obesity, diabetes, and breast and ovarian cancer. However, a lack of information can lead the mother to end breastfeeding at a premature stage. Our clinic staff often see mothers give their newborn artificial baby milk, also known as formula, because the mother believes she does not have enough milk supply to feed her baby. The scientific fact is that though the first milk (colostrum) is low in volume, it is high in nutrients and antibodies and there is usually no need to give artificial milk for the baby to thrive. Our lactation team informs mothers of this misconception and provides anticipatory guidance, such as discussing the different phases of milk a mother produces after birth, how to latch a baby for successful feeding, and more.

Another crucial way the Ravenswood Lactation team helps nursing mothers is by providing them with timely physical and emotional support.

Lactation counseling is available at three clinic sites - East Palo Alto, Palo Alto, and Mountain View. Patients may schedule visits with our lactation consultants to address issues such as real or perceived low milk supply and nipple pain, two main reasons for early termination of breastfeeding. Our lactation consultants work with moms to evaluate their breastfeeding history, help develop personal goals for feeding baby, and provide overall emotional support for a fulfilling breastfeeding journey.
In February of 2022, we expanded our dental services beyond East Palo Alto, the site of our main dental clinic. Through our new Dental Mobile Clinic, we have been able to treat more of our patients in Santa Clara County. Services include dental exams, x-rays, dental cleanings, dental restorative fillings, extractions, and emergency pain management.

Stationed once a week at our MayView Mountain View clinic, the mobile dental clinic is especially convenient for families with children. For instance, patients taking their children to a Well-Child Visit (WCC) at the clinic are able to make a same-day dental appointment, making it easy to complete both visits in one trip.

Currently, dental services are available every Wednesday from 8 am to 5 pm and staffed by Dental Hygienist Zahra Khosravi and support staff Sara Robeldo. Zara says she is gratified to “provide care and access to patients who struggle to find established dental care in the Mountain View area.” As the need for more dental care for our patients in Santa Clara County is especially acute, our next goal is to secure the necessary permits to set up mobile dental services at our Sunnyvale site.

Health Care on the Go

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Calendar year 2022
Data taken from Ravenswood Family Health Network’s 2022 Uniform Data System Report for the Health Resources and Services Administration

Our Patients

669 Total prenatal patients
20,288 Total number of patients
7,459 Total pediatric patients (ages 0-18)

16,499 Patients live at or below 200% Federal Poverty Level*
1,185 Patients identify as homeless

11,994 patients identify as Latino, African American, or Pacific Islander
3,547 patients are uninsured

*A household of four with an annual income of $55,500 in 2022 is considered to be at 200% FPL.
Ravenswood Services

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

INTEGRATED BEHAVIORAL HEALTH SERVICES & SOCIAL SERVICES
- Adult and Pediatric Short-Term Counseling
- Domestic Violence Counseling
- Grief Counseling
- Crisis Intervention
- Psychiatry Consultation
- Enhanced Case Management Field Services
- Health Care for the Homeless
- Medically Assisted Therapy for Alcohol/Substance Use Disorder

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

RAVENSWOOD FAMILY DENTISTRY
- Pediatric & Adult Dental Care
- Preventive Care
- Restorative & Periodontal Care
- Prosthodontic Crowns, Bridges & Dentures
- Oral Surgery under General Anesthesia
- Emergency Dental Services
- Oral Health Education
- Special Needs Pediatric Dental Care
- Preventive Dental Care in 19 San Mateo County Pre-Schools and Other Sites

MAYVIEW SERVICES
- Perinatal Care
- Pediatric & Adolescent Medicine
- Adult Medicine
- Women’s Health
- Immunizations & Screening
- Optometry
- Dental (via mobile clinic)
- Integrated Behavioral Health & Social Services
- Chiropractic Care
- Podiatry
- Chronic Disease Management
- Health Education
- Screenings & Immunization
- Laboratory Services
- Lactation Counseling
- Health Coverage Enrollment

Revenue
Revenue sources are based off FY 20-21

- Grants, 19.5%
- Contributions & Donations, 11.3%
- Capital Campaign, 1.6%
- All Other Revenue, 9.7%
- Net Patient Service, 57.9%

Expenses

- Clinical Operations, 77.1%
- Management & General, 21.2%
- Development, 1%
- Resource Center Operations, .7%
Thank you!

**GRANTS: 2022-2023**
*(As of June 30, 2023)*

Anonymous Foundation  
Atkinson Foundation  
Bella Vista Foundation  
California Health Care Foundation  
California Pan-Ethnic Health Network  
Champions for School Health  
Chan Zuckerberg Initiative  
Christiana Foundation  
City of Mountain View  
City of Palo Alto  
City of Sunnyvale  
Community Health Partnership  
Delta Dental Community Care Foundation  
El Camino Healthcare District  
First 5 San Mateo County  
Fresh Approach Food Pharmacy  
George H. Sandy Foundation  
Health Plan of San Mateo  
Kaiser Permanente  
Kiwanis Club of Palo Alto Charitable Foundation  
Los Altos Mountain View Community Foundation  
Lucile Packard Children’s Hospital Stanford  
National Association of School Nurses  
Oshman Family Jewish Community Center  
Palo Alto Medical Foundation/Sutter Health  
Safeway Foundation  
SAGA Foundation  
San Mateo County Behavioral Health Recovery Services  
Santa Clara Family Health Plan  
Sequoia Healthcare District  
Stanford Health Care  
Sunlight Giving

**DONATIONS: 2022-2023**
*(As of June 30, 2023; excludes in-kind donations)*

Diana Rivera  
Dr. James Bassett & Lily Hurtlimann  
E. John Sebess and Barbara Coll  
Eddy Wu  
Edward Miner  
Eileen Baylor  
Elder Family Fund  
Elizabeth Bilafer  
Elizabeth McDougall  
Ellen & Robert F. Sawyer Fund  
Ellen Clear  
Ellen Loebl  
Eric Nedervold  
Evelyn Garcia  
First Congregational Church  
Frances Codispoti and Kenneth Schroeder  
Frank Satterwhite  
Fred Mondragon  
Frederick G. St. Goar  
Gabriel Garcia  
Gabriel Wolosin  
Gary Sanders  
George Bulloch  
Gralyn A. Jacques  
Harney Cabral Charitable Fund  
Herbert Foster  
Holty Welstein and Stuart Rojstaczer  
Hurubut-Johnson Charitable Trusts  
Isaac & Serena Weingrod  
Isabel Quinonez  
Jack Choquette  
Jaime Chavarria  
James Burn  
James DiMatteo  
James Frank Cooper  
Jamie Rosenberg  
Jan Reed  
Jane Bernasconi  
Jane Farish and James Savage
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Jane Paulson
Jane Rytina & Jonathon Chadwick
Jean Dawes
Jean Tarantino
Jed Dershimer
Jennifer Silva
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Jewish Community Foundation of Los Angeles
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Joanne Kagle
John Kriewall
John Reiter
John Weatherby
Jon Silver
Jonathan Propp
Julia Platt
Karen Kavanagh
Karina Zhuravleva
Katalina Taipaliei
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Kelyn Fuentes
Kevin Kennedy
Kimberly Rufus
Kyle Hom
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Lenor Sims
Latrice Smith
Linda Golub
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Luisa Buada
Marcella Jauregui
Marcelline Combs
Margaret Taylor
Marina Yu
Martha Escobedo
Martin Scharfenbauer
Mary Ann Carmack
Matt Mesias
Maya Altman
Mendelsohn Family Fund
Merjiane Lee
Michael Leviten
Michael Rafferty
Molly Moira Ackley
Mountain View Voice
Myles Berg
Nancy McGuire
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Sherrill Swan
Siteri Maravou
Sonia Cardenas
Sonia Menchavez
Sonia Santana
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Stasia Grose
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Susan Bryan and Frank Adams
Susan Dennis
Suzanne Greenberg
Swarnapali Seneviratna
Tammi Smith
The Craig and Jane Williams Charitable Fund
The East Creek Fund
The Nancy and Greg Serrurier Fund
Thierry Bui
Timothy Petersen
Tricia Armstrong
Vidhya Balasubramanian
X&W Foundation
Yon Sung
Zachary Osorio
RAVENSWOOD LOCATIONS

Ravenswood Family Health Center
1885 Bay Road
East Palo Alto, CA 94303

Ravenswood Family Dentistry
1807 Bay Road
East Palo Alto, CA 94303

Center for Health Promotion Eligibility & Enrollment
1842 Bay Road
East Palo Alto, CA 94303

MAYVIEW LOCATIONS

MayView Sunnyvale
785 Morse Avenue
Sunnyvale, CA 94085

MayView Mountain View
900 Miramonte Avenue, 2nd Floor
Mountain View, CA 94040

MayView Palo Alto
270 Grant Avenue
Palo Alto, CA 94306

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