ANNUAL REPORT
2018

TRI-CITY HealthCenter

50 YEARS OF SERVICE
In a rapidly changing nation, county and city, Tri-City Health Center has continued its mission of providing the best-possible health care to thousands in southern Alameda County. Our care is geared toward everyone within our community — regardless of their ability to pay. That promise has opened doors for Tri-City Health Center to become a community leader in these challenging times. The staff and providers at Tri-City Health Center do not rest on their laurels; instead, we are a place that creates, develops and implements real solutions to health problems. We are a place for guidance, sincerity and care, while being a proud beacon of the Fremont community.

In 2018, there was a national shift in how health care was provided to those in need. We at Tri-City Health Center tackled those changes head-on, adding new services — including chiropractic and podiatric care — and increasing our access. We made it easier than ever for those in need to get the care they deserved and wanted.

Moving forward into 2019 — our 49th year in existence — we at Tri-City Health Center are proud to continue to serve the Fremont area and offer comprehensive health care, including vision, dental and behavioral health. Fremont is a cultural mosaic with enriching diversity, and in our role as healthcare providers, we continue to realize the beauty in each culture and treat everyone with a respect, dignity and delight. At Tri-City Health Center, we look forward to being our community’s first place to look when finding the best care for themselves and their families.

Zettie D. Page III
MD, Ph.D, MBA, MSW, MS
Chief Executive Officer
Our Values:

Commitment

Embracing our vision, mission and values, working with integrity, and respecting each individual’s contribution.
Community Needs

According to a Kaiser Health & Washington Hospital report

In a rich and diverse community, there are many needs that Tri-City Health Center tackles each day:

**ASTHMA**
1 in 5 children have Asthma

**BEHAVIORAL HEALTH**
Suicide rate is higher than state’s average

**CARDIOVASCULAR**
Hypertension rates higher than state’s average

**MATERNAL & CHILD HEALTH**
Food insecurity rates are higher than the state’s average

**OBESITY**
Ratio of fast food and residents is higher than the state’s average

**INJURY PREVENTION**
Emergency Room visits for violent, non-lethal crimes are higher than the state’s average.

**SUBSTANCE ABUSE**
Fremont-area abuses alcohol at a higher rate than the state’s average.

**HEALTHCARE ACCESS**
High disparities between racial and ethnic groups.

**HOMELESS CARE**
Homeless rate has stayed steady despite more opportunities for shelter.
“When people get sick they need care — and it’s not by appointment. We need a system that says we’ve got you regardless of the reason or immigration status.”

— Zettie D. Page III
OUR VALUES:

Quality

Delivering the highest level of service, improving patient care, and ensuring high performance of the Board and Staff
What We Offer

Founded in 1970, Tri-City Health Center started in Newark and was focused on women of color from southern Alameda County. Today, TCHC offers comprehensive health care to people of all backgrounds. We pride ourselves in providing the best quality care, regardless of need. To help fulfill our goals, we offer a wide range of services from primary care to vision. We deliver these services with a staff that speaks 21 languages.

As a Federally Qualified Health Center, our services focus on these key areas:

MEDICAL
Led by our Primary Care services, our medical team is world class, helping those of all backgrounds, income levels and health need. We offer pediatrics, adult services, peer teen services, chronic disease management and women's health services.

DENTAL
Available to all TCHC patients, dental services offer a full range of care, including examinations, fluoride treatments, fillings, extractions and other minor restorative care.

BEHAVIORAL HEALTH
Integrated with primary care, TCHC’s Behavioral Health team are mental health professionals, who have been specially trained to help patients cope with problems that affect their health and wellbeing. Good health care involves paying attention not only to physical health, but also to habits, behaviors, thoughts and emotions.

“We believe in the Patient-Centered Health Home as a team-based approach that puts patients at the forefront of care.”

— Dr. Harsha Ramchandani, CMO
OUR VALUES:

Equality

Serving individuals and families regardless of their ability to pay.
# Specialty Care at TCHC

Health care at Tri-City Health Center expands beyond the basic needs. Our services house specialty care programs that target our patients’ specific needs:

<table>
<thead>
<tr>
<th>Specialty Care</th>
<th>Description</th>
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<tbody>
<tr>
<td>Whole-person care</td>
<td>Alameda County’s Whole-Person Care initiative focuses on providing coordinated, integrated care to the people of Alameda County. TCHC offers comprehensive care to all regardless of their background or ability to pay.</td>
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<tr>
<td>Teen Clinic</td>
<td>The peer-model Teen Clinic offers comprehensive adolescent services to youth ages 12 to 24. To help cultivate understanding and communication, the clinic is confidential and staffed with younger staff.</td>
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<td>Vision</td>
<td>TCHC offers complete vision services at two locations in Fremont. Our services include comprehensive eye exams for all ages, eye disease screenings, affordable glasses, and an annual retinopathy screening.</td>
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<td>Women’s Health Program</td>
<td>For nearly 50 years, TCHC has provided premier women’s health and family planning services. We also offer individual reproductive health education, cancer screenings, and counseling.</td>
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<td>Transgender Care</td>
<td>TCHC’s nationally-recognized TransVision program provides care for the transgender community throughout the Bay Area, including non-HIV primary care, hormone access, HIV/STD screening and risk reduction counseling.</td>
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<td>Senior Services</td>
<td>Located at the Fremont Senior Center, the senior health screening program has been a part of TCHC for more than 40 years. It helps with prevention and intervention for older adults in need of care.</td>
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<td>Chiropractic</td>
<td>Helping patients deal with chronic pain throughout the nervous system, TCHC’s Chiropractic Care shares a clinic with Acupuncture. Chiropractic helps patients control disorders and pain throughout the body.</td>
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<td>Podiatry</td>
<td>TCHC’s Podiatry Care includes foot health and maintenance. TCHC treats heel pain, tendinitis, Achilles rupture, and flat feet. The program is dedicated to treating feet, ankles and lower leg, through medical and surgical treatment.</td>
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<td>Health Home Program</td>
<td>This Behavioral Health support initiative helps patients improve their quality of life by helping with post-hospital care, managing multiple providers, and connecting to community resources.</td>
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<td>Care Neighborhood</td>
<td>This case management for high-risk members embeds clinic-based community health workers into medical teams to connect patients with community resources and services they need.</td>
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<tr>
<td>MAT Program</td>
<td>The Medication Assisted Treatment Program helps those with an opioid addiction by offering treatment and personalized support plans to address induction, maintenance and possible relapse.</td>
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<tr>
<td>HOPE Project</td>
<td>TCHC’s HOPE (Homeless Outreach for People Empowerment) Mobile Health Clinic provides a variety of Medical and Behavioral Health services to the Fremont-area homeless population.</td>
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“You don’t last for 50 years like Tri-City has by not having a real dedication and commitment to basic values that bind your group together.”

– Ann Allard-Robinett, COO
2018 Success Highlights

10% increase in patients seen and a 26% increase in total visits from 2016.

Tri-City Health Center continues to fill the need of the Fremont-area population by offering affordable, accessible and terrific health care.

Followed up on 95% of 5,000 children and adolescents that needed weight assessments and counseling.

With Fremont among the highest in childhood obesity within California, Tri-City Health Center focuses on giving children the best tools to get and remain healthy.

28 patients delivered babies through our partnership with PAMF.

TCHC and Palo Alto Medical Foundation recognized the need for more access to OB/GYN providers in Fremont. TCHC’s prenatal patients live in the Tri-City area and now can receive care in TCHC, while delivering at Washington Hospital.

92% of 700 patients who needed asthma therapy received it.

Nearly 20 percent of all citizens in the Fremont area have some form of asthma, making treatment important to meeting the community’s basic health needs.

100% of patients that needed HIV care received it at Tri-City Health Center.

Offering one of the most comprehensive HIV programs in the Bay Area, Tri-City Health Center tackles the problem by making sure everyone gets the services they need.

More than 10,200 patients received depression screenings and follow-ups, exceeding goals by 25%.

With a Fremont-area suicide rate higher than the state-wide average, Tri-City Health Center puts a lot of its resources into making sure patients’ minds are in a healthy place.
PATIENT STORY
Finding Comfort at TCHC

For George, he had enough. The pain in his stomach became more than just a discomfort – it was changing how he lived his life. For three years, he was in and out of doctors’ offices trying to find a solution. He was given medicine but never support and he never returned. But after three years, he needed help or he was going to die and he knew it.

“I kept trying to get help, but I never went back,” he said. “I would have gone back if it was better, but they only cared about the money.”

After a family member recommended Tri-City Health Center, he decided to give it one last shot. Dr. Gemma Jamena took the case. Then George’s life changed forever. “At Tri-City, they talk to you like a person,” he said. “They want their patients to feel comfortable.”

He was treated like a person. He was given a caring human touch. And most of all, he wanted to come back.

After suffering for three years, he finally found the place he could call home. The TCHC medicine helped ease the pain. And encouragement from Dr. Jamena changed his lifestyle. After being diagnosed with pre-diabetes, he needed the cheerleader in his corner. With encouragement and being treated well, George’s health changed.

Four years later he is a different person.

“I’m really happy,” George said. “I knew it was serious and I thought I was going to die. I saw Dr. Jamena and he told me what was going on and not to think about. She was going to fix it. Not a lot of doctors treat you that way. She makes me feel comfortable. Now my lifestyle has changed a lot because of her. She always gives me the drive to feel good when it comes to my health. I feel better. I feel 10-times better than how I feel when I went over there.”
OUR VALUES:

Respect

Treating patients, Board and staff with dignity and honoring the diversity of the community
INCREASE ACCESS
Increase current and potential patient access to our programs and services.

> TCHC launched our school mobile health unit. Targeting Fremont Unified School District students, the mobile unit eliminates transportation barriers for youth patients and provides school-focused services.

> Notable service expansions, which provide additional health access to Tri-City residents:
  - Dental services hours were extended on weekdays and Saturdays;
  - Diabetes Clinic was expanded to an additional site;
  - Pediatric services began at the Irvington Dave clinic.

IMPROVE THE QUALITY OF CARE
Become the premier healthcare center that delivers the highest quality of care.

> TransVision’s Brandy Martell Project was selected by the HIV Innovative Practices for replication nationally, allowing clinics throughout the country to use TCHC’s program as a model.

> Launched notable new services that help TCHC to better provide whole-person care:
  - Podiatry began at Liberty Clinic;
  - Established Neuropsychology Testing clinic;
  - Asthma Clinic launched, with 110 spirometries performed in the calendar year.

The 2018 calendar year was immensely successful for Tri-City Health Center and the patients we serve. We continue to grow and expand our services to close all barriers for those in need of health care. The work in our community brings us closer toward our long-term goals.
ACHIEVE BETTER HEALTH OUTCOMES

Establish standards to improve patient health outcomes.

> Pediatrics’ “Reach Out and Read” program distributed 500 books to children from underprivileged families to promote early childhood literacy.

> Colon cancer screenings of eligible adults increased 18% over 2016.

SUSTAIN FINANCIAL HEALTH

Continue to build and sustain Tri-City Health Center’s financial health.

> Patient collections increased by $2M, indicating dramatic improvements in TCHC’s billing and medical coding capabilities, as well as correct usage of our Sliding Fee Discount Scale.

> Irvington II site acquisition completed, providing additional physical space for programs and services.

> Implemented DocuSign, which accelerates the review and execution of forms and contracts, thus increasing financial yield.

ENHANCE THE WORKFORCE AND WORKPLACE

Attract, develop and retain the most competent staff and create a work environment that reflects the importance of each individual and demands quality work and commitment to our mission.

> Hired two new employees for the Facilities Department, enabling better facility maintenance for staff and patients, as well as additional patient transpiration. Improved response times for facilities work requests.

> Implemented an Employee Referral Policy and Protocol, which contributes to better new staff recruitment and existing staff retention.
2018 Financial Summary

**Revenue**
- $38,179,184
  - Patient Revenue 70%
  - Grants 29%
  - Donation <1%
  - Other 1%

**Expenses**
- $37,155,948
  - Clinical Operations 77%
  - Administration 22%
  - Fundraising 1%

**Net Income**
- $1,023,236
Board of Directors

Robert J. Wyckoff Chair
Kobin Lee Vice Chair
Jackie Belser-Welch Secretary
Steve Zhu Treasurer

Anand Marudavanan
Brenda Quillin
David Perez
Dyanne Headley
Jenny Feng
Marvin Wong
Najia Hamid
Stephanie Reddell

Executive Leadership

Zettie D. Page III MD, Ph.D., MBA, MSW, MS
Chief Executive Officer

Harsha Ramchandani, MD
Chief Medical Officer

Jagat Sheth, MBA, MS
Chief Financial Officer

Ann Allard-Robinett, MS
Chief Operating Officer

“To sustain the company we have to keep growing and innovating in providing services. I think we are looking at a bright future.”

— Jagat Sheth, CFO