



RESILIENCE

2020 ANNUAL REPORT

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CAMARENA
Michelle Commernuth, PNP
Pediatric Nurse
Practitioner
NURSE
PRACTITIONER

A LETTER FROM OUR CEO

There is little left to be said about the year we all experienced in 2020. It was a truly historic and devastating year on so many fronts. Through the many challenges, setbacks, and despair, there were positive revelations for many of us to see.

The most visible revelation within our organization and community was one of true resilience. Despite the extraordinary number of unknowns the past year, the staff at Camarena Health showed their true commitment to providing the best care for their patients, neighbors, and community.

Through the uncertainties of 2020, our staff continued to show up and fulfill the commitments made to our patients. Services continued to be provided in both traditional and new innovative ways such as telehealth, COVID-19 testing sites were established and eventually large vaccination events held to administer COVID-19 vaccines to our patients and community members.

Our team was resilient throughout all levels of the organization. I am extremely proud of our entire team and I know that the communities we serve can feel confident that they will always have a dedicated team of professionals to care for them regardless of what challenges are laid before us.

2020 marked the 40th anniversary for Camarena Health and it served as a great reminder of the much needed services and access to care being provided, especially amidst a pandemic. We look forward to another successful 40 years of working to provide a healthy and thriving community.



Paulo Soares
Chief Executive Officer



A MESSAGE FROM THE BOARD PRESIDENT

As the 2020 Board of Directors President, it has been a privilege to watch Camarena Health's resilience the last year. This is not without the 40 years of commitment to quality healthcare for the communities they serve. We have seen the addition and expansion of new telehealth and virtual health services that helped reach more patients that otherwise would not have had access to care, as well as the addition of new health center locations to expand Camarena Health's reach.

Camarena Health continues to be a leader in health and wellness, as well as community collaboration. We are proud to see them continue to receive recognition from local, regional, and state partners for their commitment to providing quality care. On behalf of Camarena Health's Board of Directors, we are honored to represent 40 years of resilience from Camarena Health providers, staff, and leadership.



Edgar Jimenez
President

BOARD OF DIRECTORS



Patty Thompson
Vice-President



Martha Cardona
Secretary



Abimael Vargas
Treasurer



Seann Garcia
Past President



Muriel Fore
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David Loveall
Board Member



Dr. Cecilia Massetti
Board Member



Raquel Rodarte
Board Member



Jutta Webb
Board Member



Monic Asenjo-Wilhite
Board Member

RESILIENT



ce

2020 was a year we won't soon forget. It's only fitting this past year marked our 40th Anniversary, as this was the year to put everything we've built to the test. It was the year to strengthen who we are, adapt quickly to the rapid changes in health, and hold firm to our commitments. And through every hardship, we watched our patients, our community, and our staff develop resilience.

We want to honor and recognize all our patients, community, and staff for 40 years of resilience. Without you, we would not be the Heart of Healthcare in the Central Valley, and for that, we say "Thank You."



STAYING STRONG THROUGH A PANDEMIC

Looking back, Camarena Health went through multiple evolutions through the course of the pandemic. None of us had ever lived through a global health crisis, but our goal was to stay strong through all the changes and ever-increasing demands. Trying to understand the steps to undertake and put them into action took a lot of effort for many individuals. We had to evolve in the landscape of the pandemic.

In March when the pandemic began to swell, there was uncertainty among staff and patients. As concerns of public and personal safety grew, it was never a matter of if patients would continue to receive care, only how.

Through a well-coordinated effort of separating sick and well visits, implementing and transitioning other services to a telehealth platform, as well as taking all the necessary precautions, the resilience of our staff and patients to keep our community safe was insurmountable.



AT A **GLANCE**

Total Patients

50,580



59%

Female



41%

Male



43%

Ag Worker

Population by Age Group



0-5
4,541



6-17
9,718



18-29
10,541



30-64
21,019



65+
4,761

Total Patient Encounters

246,335



Medical Visits
171,773



Vision Visits
8,668



Behavioral Health
14,911



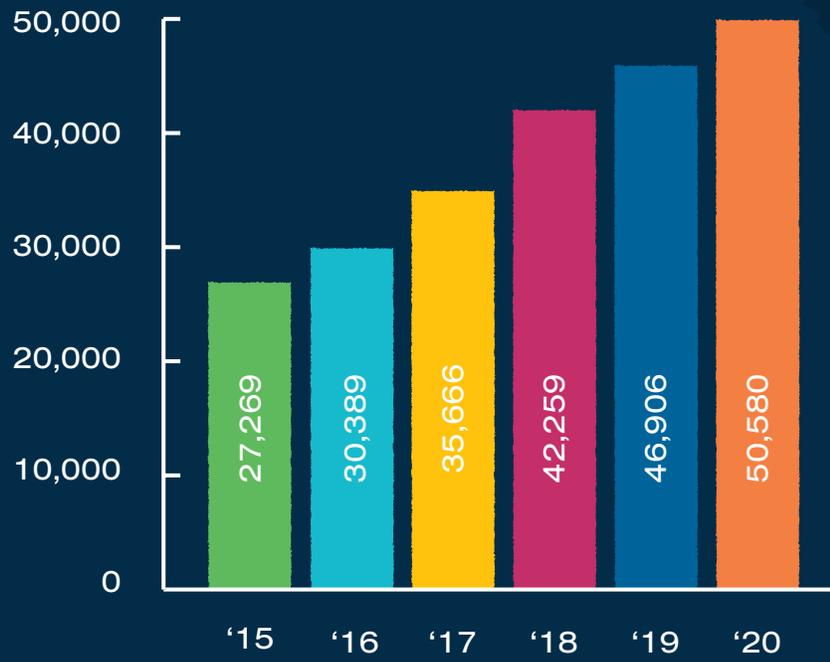
Dental Visits
34,856



Enabling Visits
16,127



Total Patients

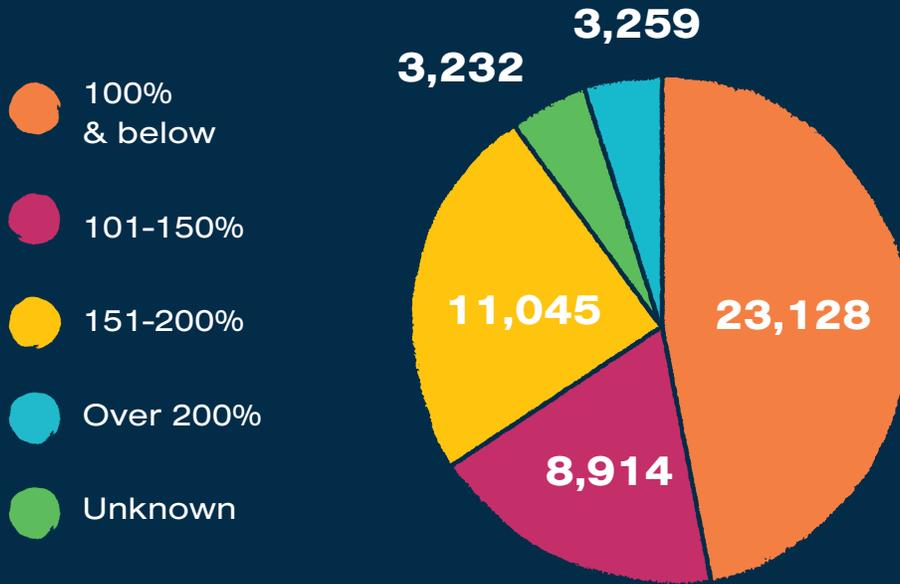


Total Patient Visits

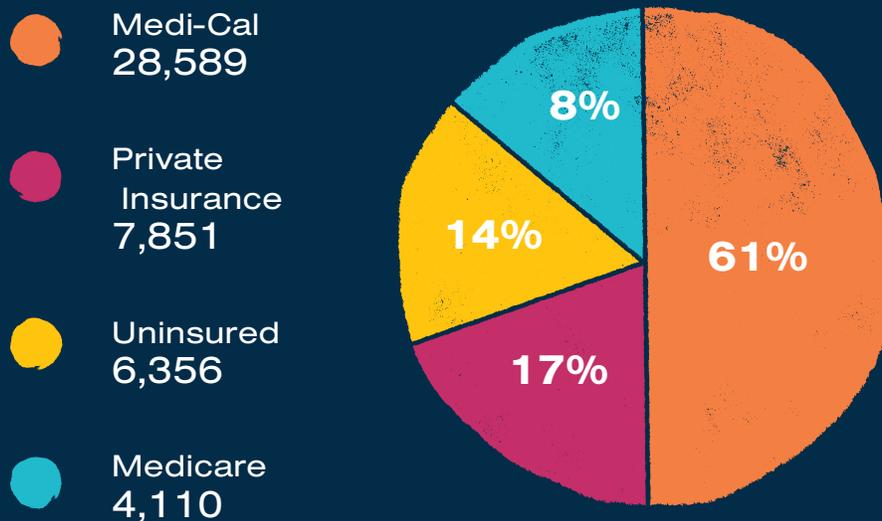




Federal Income Levels

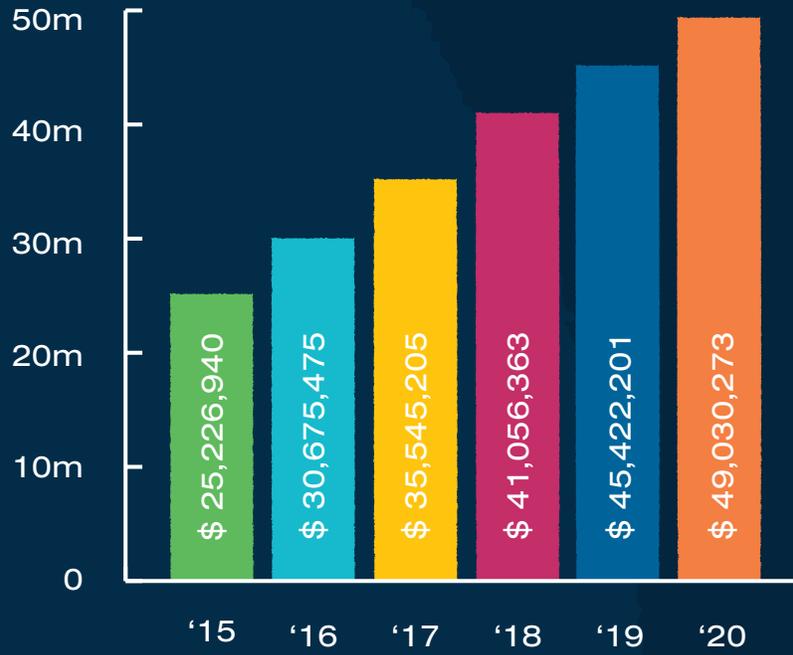


Payment Source





Total Revenue



Total Employees



CELEBRATING 40 YEARS OF RESILIENCE

2020 marked 40 years of Camarena Health. That's 40 years of serving our community with quality and compassionate healthcare. Though the pandemic may have limited our ability to throw a big celebration, it was a powerful reminder of how we've grown. From our humble beginning in the 1980s to our current stages of growth and expansion, we've been privileged to serve our communities and bring you the best care.





Darin M. Camarena Health Centers

nombre a clinicas

Camarena Health Centers en Madera

Por JOHANNA MUÑOZ
Foto de archivo

MADERA - La historia personal de Darin M. Camarena queda ya personificada. En una entrevista dedicamos el espacio a este hombre al fundador del Madera Family Health Center y Darin M. Camarena Health Centers, Inc. en memoria del presidente fallecido que falleció del SIDA en junio de 1990.

"La verdadera razón por la que yo estoy aquí es a causa de mi experiencia... lo que me enseñó y porque lo que yo quiero hacer es ayudar a la gente... May Magaly, fundadora de la clínica."

El doctor explicó la historia de cómo él creó el centro para los años 80 y la compra de la clínica en 1990... cambio por el nombre de los centros de salud que existen en esta zona.

MADERA FAMILY HEALTH CENTER
Is Pleased To Announce Their Ground-Breaking Ceremony"



Madera Health Center renamed after Camarena

The Madera Family Health Center, Inc. will change its name to the Darin M. Camarena Health Centers, Inc. during a ceremony planned for Friday, Oct. 15. The ceremony will be held at 10 p.m. at 201 South B St. Assemblywoman Margaret Snyder...

The center's namesake was diagnosed with hemophilia at age 13. He contracted AIDS at age 13. He died June 6, 1990 at the age of 37. Described as the "kid doctor block," Camarena was a school living, and dying...



Camarena Health opened its doors in September of 1980 in a renovated facility with a modest practice of 1,500 medical patients. In the beginning, our services consisted of primary health care and health education for perinatal patients.



In 1992, Camarena Health leased to allow the relocation of Women's Center just a short walk away and Urgent Care opened for same day care.

THE 80S

In 1986, Camarena Health expanded to open our "B" Street Perinatal Clinic/Administration Complex.



THE 90's

Then in 1993, Madera Family Health Center changed its name to Darin M. Camarena Health Centers.





A medical center was opened on Almond avenue in 2011, and the Oakhurst Health Center opened in 2012 to serve the Mountain Community. During this time Camarena Health rebranded with a new name and logo to what it is today to better reflect the communities being served.

Today, Camarena Health is the largest primary care provider in Madera County with 18 locations. With sites in Madera, Chowchilla, Coarsegold, Oakhurst, and Fresno, Camarena Health continues to partner with community leaders to ensure those communities thrive and stay well.



In 2000, Darin M. Camarena Health Centers, Inc. (DMCHC) was recognized by the Bureau of Primary Health Care (BPHC) for exemplary performance in medical teamwork. DMCHC was ranked first in the State of California and first in the nation for medical productivity among federally funded health centers.



THE

2000's

THE

2010's

In 2005, Camarena Health opened the Chowchilla Health Center out of the historic post office building. This was Camarena Health's first health center outside of the city of Madera. During this period, Camarena Health also began expanding services by offering dental for the first time.



In 2015, behavioral health services were launched, and Camarena Health opened a 16,000 square foot medical and dental practice in downtown Madera. Two years later, Camarena Health broke ground on the first Madera County school-based health center through a partnership with Madera Unified School District and Madera South High School.



The 2010's were a period of further growth for Camarena Health. Expansion began throughout Madera County to meet specific needs of each community.



RESILIENCE OF OUR COMMUNITY

2019
TIPS
ALL

Keep your hands clean
with food and drinks
you should to



shot
Make sure to wear
stronger masks, like N95s,
on bad air quality days





LISTOS

E

Activity

MASK SAFETY TIPS

- 1** WASH YOUR HANDS BEFORE AND AFTER TOUCHING YOUR MASK
- 2** MAKE SURE THE MASK COVERS YOUR NOSE, MOUTH AND CHIN
- 3** MAKE SURE YOU CAN BREATHE AND TALK COMFORTABLY THROUGH YOUR MASK
- 4** WEAR STRONGER MASKS (LIKE N95) IF YOUR MASK QUALITY IS BAD, YOU ARE CLOSE TO OTHER PEOPLE, OR DEALING WITH HARMFUL SUBSTANCES
- 5** DON'T PULL YOUR MASK DOWN TO COVER YOUR CHIN, EVEN IF YOU HAVE NO OTHER MASK AVAILABLE



Sign up for celebrations and more at www.california.gov or call 1-800-952-1234

NEW HEALTH CENTERS

Millbrook Health Center

The Millbrook Health Center is a partnership with Saint Agnes Medical Center to provide primary care services and post-hospital care visits.

The goal of the Millbrook Health Center is to ensure that the transition from a recent hospital visit at Saint Agnes Medical Center to a primary care provider is seamless and convenient. As part of our Social Determinants of Health initiative, we collaborated with Saint Agnes care teams, clinical workers, and social workers to identify why patients are going to the emergency room instead of seeking other care services.

Formed to fill a gap in nearby neighborhoods and communities, Millbrook Health Center accepts Medi-Cal and other low-income insurance programs, ensuring these communities have access to primary care, behavioral and mental health, and specialty care services.





CAMARENA HEALTH



School-Based Health Center Matilda Torres High School



Through a partnership with Matilda Torres High School health services, we opened our second School-Based Health Center. Conveniently connected to the school nurse's office, the state-of-the-art health center provides medical, dental, and behavioral health services to students, administration, and families in the community before, during, and after the school day. Our goal is to keep students healthy, active, and in-class learning.

With our school-based health center, we're also expanding our healthcare pathways. Students can shadow staff to learn about the medical field, which could one day



blossom into a career in healthcare. It's a wonderful partnership, and as students are coming back, we can interact more and build relationships with school nursing and administrative staff.



Mobile Health Unit Begins Service

The month of October kicked off the launch of our Mobile Health Unit, a 43-foot state-of-the-art unit featuring two private exam rooms, fully equipped to provide medical, dental, and behavioral health services. The Mobile Health Unit delivers care to our patients by helping remove a barrier that would otherwise prevent them from accessing care.

The Mobile Health Unit made its first appearance in the Tesoro Viejo community and provided residents flu shot vaccines. At the Specialty Crop Company, we provided employees flu shots as well as blood pressure and glucose screenings. We had the opportunity to service Agriland em-

ployees in Chowchilla, providing flu vaccines and blood pressure and glucose screenings. Residents and employees who received the vaccine were provided Camarena Health tote bags with helpful items and additional information about the Mobile Health Unit.

The Mobile Health Unit hosted its first medical clinic event in Fairmead. Fairmead residents expressed their appreciation of the service, telling us that they sometimes feel forgotten about and they're so happy Camarena Health is bringing care to those in the rural community.



The Mobile Health Unit made an appearance in Oakhurst at the Thanksgiving food drive event hosted by our Outreach team. Our Oakhurst staff and other agencies had the opportunity to tour the Mobile Health Unit and see it live and in person.

In December, Camarena Health partnered with the Madera South High School Health Occupations Students of America (HOSA) and the Madera High School students. The fundraiser's purpose was to collect items for the elderly and distribute them to two nursing homes in Madera, Avalon Health and Madera Rehabilitation. Two boxes were placed at a couple of our central locations, and staff donated



some much-needed items. Staff put together special baskets and stocking stuffers with socks, gloves, beanies, large print puzzle books, and much more.

We are excited for the future of the Mobile Health Unit and bridging the gap of health for the community.

Promotores de Salud partnership with UC Merced Nicotine & Cannabis Policy Center

In early 2020, Camarena Health's Promotores de Salud partnered with the Nicotine & Cannabis Policy Center (NCPC) at the University of California, Merced to conduct important community research. Acting as official university affiliates, the Promotores collect data from San Joaquin Valley residents regarding marijuana and tobacco use during and after pregnancy.

"The Promotores attend a lot of health fairs and other events where we perform community outreach," said Promotores de Salud member Alejandra Pulido. "What we're trying to do as part of this NCPC project is find out how much our community is aware of the dangers of using nicotine and marijuana while pregnant. We are trying to get a general idea of how much we still need to educate our community."

"This research is about evaluating our community's beliefs about the use of marijuana during pregnancy and breastfeeding. We're also interested in people's beliefs about e-cigarette use during those times," said Linda Cameron, Ph.D., a Professor of Health Psychology at UC Merced. "What motivated this study was that we heard from our community health clinic partners that this was a growing concern. That a lot of pregnant women were reporting that they were using marijuana, even when they were receiving the typical advice that they should not use marijuana or e-cigarettes during pregnancy."



This research is about evaluating our community's beliefs about the use of marijuana during pregnancy & breastfeeding.

Linda Cameron, Ph.D.
Professor of Health Psychology, UC Merced



“What the Promotores have done is allowed us to go out and reach the vulnerable communities that are so often ignored by this type of research,” said Paul Brown, Ph.D., a Professor of Public Health at UC Merced. “One of the things we’ve found is that it’s easy to gather information about groups like this in places like Los Angeles or San Francisco, but the people in our region are often overlooked. Going forward, what we’re hoping to do is expand this relationship with the Promotores and not only looking at how we can engage our communities but also help our communities influence policy.”



Mental Health Services Grant

With a California state grant to benefit student mental health services in Madera County, we partnered with the Madera County Superintendent of Schools, local school superintendents, and Madera County Department of Behavioral Health to create the Madera County Youth Behavioral Health Collaborative.

With the funds, we hired three Behavioral Health Community Navigators (BHCN), two Licensed Clinical Social Workers (LCSW), and a Program Coordinator. Some of goals of the partnership are to increase access to behavioral health services in locations that are easily accessible to students and their families, emphasize preventive and early intervention services that maximize the healthy development of children and minimize the long-term need for public resources, and enhance crisis services that are responsive to the needs of children and youth. Tele-mental health services will be a key service in the delivery strategy for this program, and we're proud to support behavioral health awareness in Madera County.





AWARDS

Chowchilla Chamber of Commerce

In January, we were honored to receive the Chowchilla District Chamber of Commerce's Vision Award at their 2020 Community Awards Dinner. The award recognized the recent development and opening of our new Chowchilla Health Center on Prosperity Boulevard, as well as our work in the area since 2005.

The Vision Award is given to an individual or business that saw the potential of a location and developed into something new for the community of Chowchilla.



CalViva

Camarena Health was humbled to receive two awards from CalViva in 2020. Our 6th Street and Almond Health Centers were recognized by The Health Plan for the CalViva Top Performer Award.

These awards are given based on the healthcare effectiveness data and information set (HEDIS) performances scores. Camarena Health was recognized for meeting or exceeding these expectations in its health centers.

CalViva
HEALTH PLAN

Hⁿ Health Network

Top Performer Award

Camarena Health Center
Madera

2020



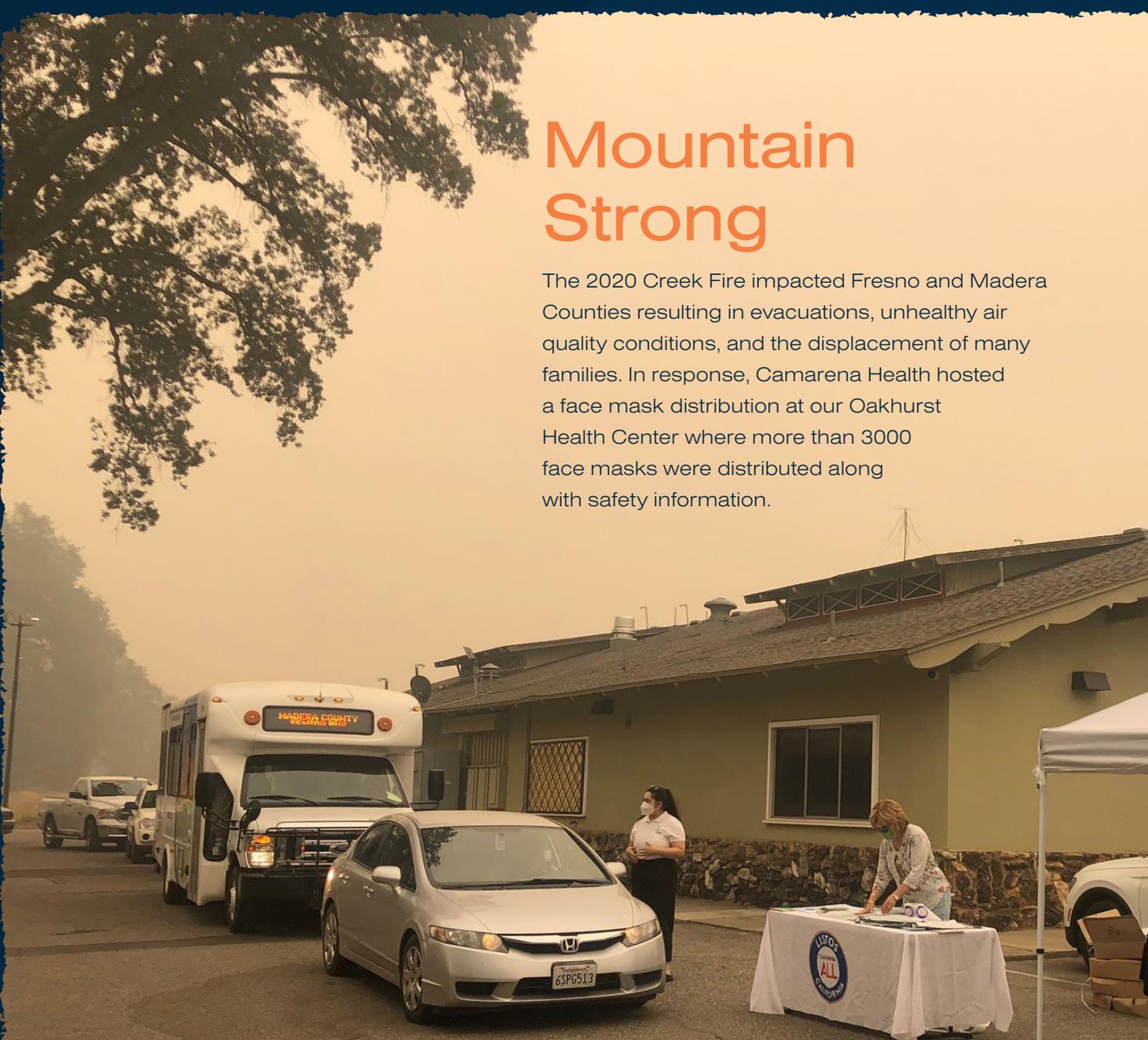
CalViva
HEALTH™

Hⁿ Health Net®

Top Performer Award
Camarena Health Center -
Almond
2020

Mountain Strong

The 2020 Creek Fire impacted Fresno and Madera Counties resulting in evacuations, unhealthy air quality conditions, and the displacement of many families. In response, Camarena Health hosted a face mask distribution at our Oakhurst Health Center where more than 3000 face masks were distributed along with safety information.



**STRONGER
TOGETHER**



Thanksgiving Food Drives

In November, Camarena Health hosted drive-through food events in Oakhurst and Madera, respectively, along with the Central Valley Blood Bank for a blood drive. Between the two events, we collected more than 1,000 food items to donate to local agencies helping feed those who are hungry in our communities.

This year has taught us how difficult life can be, but there is still a lot to be thankful for. Camarena Health is invested in seeing the overall well-being of the community. Hosting these events was a wonderful way for Camarena Health to give back to the community during Thanksgiving time!

LOOKING AHEAD



Almond Campus

In 2020, we announced our most significant expansion to date: a five-building campus on Almond Avenue in Madera housing every service we offer. The campus will transform the existing urgent care location and adjacent lot into brand new facilities. Services will include family care, urgent care, women's health, dentistry, behavioral health, and health education, among many more. The campus will consist of a 10,000 square foot building and four 5,000 square foot buildings, and plenty of parking. Urgent care and dentistry services will be housed exclusively in their own buildings, with the remaining three covering a wide range of healthcare services. The Almond Campus is slated to open its first three buildings in 2021.

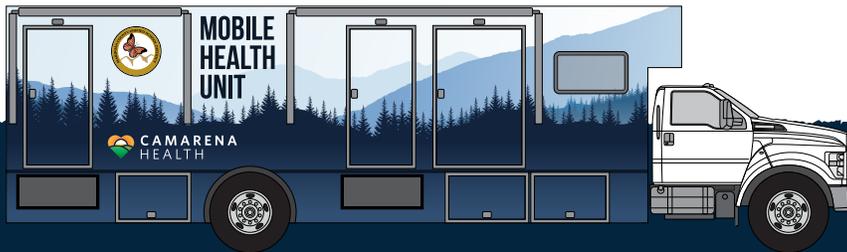




Tesoro Viejo

In pursuit of our goal of expanding access to care, we announced the development of a health and wellness center in the Tesoro Viejo community. The community of Tesoro Viejo is a partnership between The McCaffrey Group and Lyles Diversified; two trusted local family companies with deep roots in California's Central Valley. Our new, state-of-the-art 13,000 square-foot building will be

situated in the heart of Tesoro Viejo's Town Center and will provide medical, dental, health education, and other wellness services for both patients and the community. The facility will also feature a small gym, fitness and yoga room, and a conference and classroom for health education, making it a true wellness center where people can get accessible care in a residential setting.



Mariposa County Unified School District Mobile Health Unit

Mariposa County is a rural area and has little access to services for primary care. Mariposa County School District was looking for a way to bridge the gap of health, so we created the Mariposa County Unified School District Mobile Health Unit.

Our goal is to provide medical, dental, and behavioral health with an eventual plan to take it to school sites, which will allow students and families to have access to our services.



**RESILIENCE
OF OUR**

**STAFF &
PATIENTS**



E

TS

COVID CAN'T BEAT OUR STAFF

We've had our shares of ups and downs at Camarena Health, but no one expected 2020 to bring a pandemic. When COVID-19 hit, it hit hard. At first, it was an uncertain and scary period in healthcare, with rapidly changing information. Through it all, our staff shined through a pandemic. We watched as many clinical staff members truly embraced their calling for healthcare and stepped up at a moment's notice to provide services for our patients. Many of our staff showed flexibility. When we closed sites, staff would move into other locations and take on new roles and tasks.

Our team pulled together and remained resilient amid a global pandemic to serve our patients and ensure their safety while also fighting to slow the spread of COVID-19. Through our staff's commitment and hard work, we made it through 2020 without laying off any employees. Our staff is an excellent reflection of why we exist. Despite what they are facing, COVID can't beat our staff.

COVID-19 Taskforce

Communication played an essential role for our staff to combat COVID-19. To stay on top of the ever-changing details, Dr. Joel Ramirez proposed the development of the COVID-19 Taskforce early in the pandemic. Made up of clinicians, CEO Paulo Soares and all the chief administrators, three clinical advisors, and communications, the Taskforce is a weekly meeting to create an open dialogue between all departments and locations. We needed different parts of the organization to work together, get us through the difficult times, help brainstorm, and develop protocols to:

- 1. Keep our staff safe**
- 2. Keep our patients safe**
- 3. Provide our patients with a place to get tested**





The Taskforce's role was to discuss everything, from PPE distribution to testing and screening, mask policies, employee health policies, which clinics we would use to see well patients, and which clinics would be used for sick patients.

The Taskforce was also crucial in enhancing and expanding our telehealth and virtual health services. We had to train our entire staff with telehealth, including billing and coding. Many of our providers are now comfortable providing telehealth, and it's a service that is here to stay as we're receiving positive feedback from our patients and community.

The Taskforce discussed and created a "COVID Suite" in our 6th Street Health Center. This was where people would come for COVID-19 testing, and if we had a positive test, we evaluated them in the suite with staff in full PPE. We even saw mothers who tested positive with COVID-19 with their newborn babies who needed follow-up visits.

To help educate the public and our staff, the Taskforce created the COVID-19 Stay Well webpage with information, resources, what Camarena Health was doing to keep safe, links to our testing centers, and video updates. The creation of a COVID-19 page on our employee intranet that had resources for our staff, with weekly update emails to communicate our internal guidelines and policies.

The Taskforce has been a success. There was always data to support decisions, and the Taskforce is closely involved and communicating to Madera County Public Health. The Taskforce still meets and has evolved, now to vaccinations.

EMPLOYEE APPRECIATION EVENTS

Christmas Churros + Gift Boxes

We wanted to make the 2020 Holiday Season extra special for our employees, so we loaded up the sleigh to deliver some Christmas churros and gift boxes to all our employees. In December we visited A Street, Oakhurst, Coarsegold and Chowchilla, making an extra special stop at Millbrook Health Center. Employees were greeted with hot cocoa and gourmet churros where they could pick their toppings. Our unique gift boxes included a Camarena Health blanket, a mug, an assortment of chocolate almonds/nuts, and a beanie. Our employees were excited to receive something special for the holidays, and they were so surprised and thankful.

Meaningful Milestones

Every year Camarena Health recognizes employees achieving five-year milestones in service – 5 years, 10 years, all the way to 25 years of service. We've always celebrated with a big outdoor gathering for all employees. However, as we had to get creative for our 2020 milestones, we decided to make things a little more personal. In October, CEO Paulo Soares recognized and personally delivered awards, pins, and incentive checks to the forty-three individuals receiving a milestone.



Thanks-a-Latte

In August, we wanted to do something special for National Health Center Week. As a thank you to our employees for their resilience and continued dedication to lighting the way for our community, we decided that some employee appreciation was in order! And that order was served up by Kuppa Joy Coffee House. Kuppa Joy came on-site for “Thanks-A-Latte”, where our employees enjoyed fresh and bottled drinks, pastries, and took a well-deserved break.

Thanksgiving Tacos

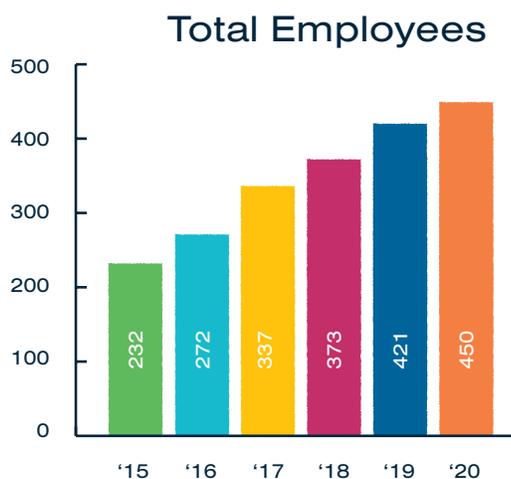
Normally we have our Thanksgiving Feast, but this year we decided on an outdoor event to keep everyone safe and allow them to continue social distancing. So instead of a traditional Thanksgiving meal, we had Thanksgiving Tacos. You can't go wrong with tacos! It was a great turnout, and our employees appreciated that we kept the tradition alive, especially in taco form.

STRENGTHENING OUR CAPACITY TO SERVE

New positions added in 2020

This year, we're incredibly proud of the growth we've seen, as we added many new positions at Camarena Health. Our Case Managers will manage patient health plans, making sure our patients come in for their physicals, vaccines, or well-child exams. Our Behavioral Health Case Manager will coordinate follow-up appointments with clinicians and promote our programs out in the community. With our new Clinical Care Coordinator and Clinical Nursing Manager, we have increased training of our medical assistants and back support staff.

Due to the pandemic, we added COVID-19 Screeners and Support Staff to provide data entry for vaccinated patients, schedule vaccination appointments, decontaminate equipment, and support our providers to call patients with test results and education.



Hiring during a pandemic

Camarena Health has built a reputation in Madera as one of the top healthcare providers to work for, but with the pandemic came new hiring challenges. In the beginning, we had a decrease in the number of patients, which slowed down our recruitment, but once patient numbers spiked as the need for healthcare increased, the demand to hire new and additional staff became a top priority. Hiring was difficult at first. Even though there were many layoffs in Fresno and Madera Counties, we noticed that people who were available to work did not want to come in for an interview. There was hesitancy to work at a healthcare facility.

One way we were successful in hiring during a pandemic was constant job postings and refreshing job postings. Being active in our recruitment efforts allowed us to find the right staff. Another way was by explaining our PPE process and how we track cases. We had open communication with all our applicants to ensure them that Camarena Health was and still is a safe place to work.

Gabriel Mejia, MBA, SHRM-CP
Chief Human Resource Officer



THE VALUE & IMPACT OF CAMARENA HEALTH

Health centers provide tremendous value and impact to the communities they serve, including jobs and economic stimulus, savings to medicaid, and access to care for vulnerable populations.

SAVINGS TO THE SYSTEM



22%
Lower Costs for Health Center Medicaid Patients



\$75M
Savings to Medicaid



\$99M
Savings to the Overall Health System

ECONOMIC STIMULUS



722
Total Jobs

467

Health Center Jobs

255

Other Jobs in the Community



\$94.3M
Total Economic Impact of Current Operations

\$45.8M
Direct Health Center Spending

\$48.5M
Community Spending



\$12.8M
Annual Tax Revenues

3.1M
State & Local Tax Revenues

9.7M
Federal Tax Revenues

REFERENCES AND DATA SOURCES

- Savings to the System: Nocon et al. Health Care Use and Spending for Medicaid Enrollees in Federally Qualified Health Centers Versus Other Primary Care Settings. American Journal of Public Health: November 2016, Vol. 106, No. 11, pp. 1981-1989.
- Economic Stimulus: Economic impact was measured using 2019 IMPLAN Online from IMPLAN Group LLC, IMPLAN System (data and software), 16905 Northcross Dr., Suite 120, Huntersville, NC 28078, www.IMPLAN.com. Learn more at www.caplink.org/how-economic-impact-is-measured.



CAPITAL LINK

MESSAGE FROM **CMO**

Dr. Joel Ramirez, MD MBA

Despite the attention devoted to addressing the impact of COVID-19, there was considerable other work activity and successes we accomplished throughout the year. These included the development of an entirely new bonus incentive program for medical provider staff which incorporated performance on quality metrics, teaching and supervision responsibilities, patient satisfaction scores, and productivity goals. This new program broadened the ability for provider staff to strive for and achieve bonus payments in areas that we value as an organization. We also advanced our work in the area of provider empanelment such that medical providers are able to keep up to date on their individual patient panels, monitor their panel growth and track patient outcomes.

A new annual medical assistant job satisfaction survey was released, and valuable insight was gained from the responses provided. We established an Institutional Review Board for research to take place, chaired by Dr. Pushkal Jadaun. A new partnership was launched with the inaugural class from the California Health Sciences Medical School, and some of the students worked with us to help develop a remote home blood pressure monitoring program. We created a new Therapeutic Pharmacy Interchange Program which facilitates patient medication refill requests and modifications to prescriptions at our in-house pharmacy.



A new Registered Nurse position was added to bring additional clinical oversight and training to our medical support functions. And finally, we were awarded over \$1.6 million of grant funding to enhance and expand our Behavioral Health department functions.

Thankfully, our health care workforce has pushed through the COVID-19 pandemic, and the group has emerged as stronger, more resilient team. 2021 is already looking brighter and the future for Camarena Health appears unbounded.

STAFF STORIES

Dr. Ravi Patel, DDS

I could not think of a worse time in my career than the COVID-19 Pandemic when it came to dental emergencies. This was a one-of-a-kind moment in time. I did not stop delivering services at any moment. When the state gave stay at home orders and many businesses had to close, I worked relentlessly with the Camarena Health staff to fulfill the ever-increasing demand for dental services.

I was constantly engaged in treating true dental emergency cases where patients were walking in with severe pain or swelling on their face, among which most of them needed to be treated immediately to prevent life-threatening conditions and to minimize the need to be sent to the hospital and take up ER beds which were in short supply and desperately needed for COVID-19 patients. I remember how thankful our patients were when I was able to relieve their pain by delivering treatments the same day since many other clinics were closed or offering a limited number of services.



During this time, I realized how important it was for us as an organization to be at the forefront in delivering services while there were only limited facilities open. Patients were afraid to leave their homes and many essential resources were limited. This time has taught all of us to help each other, be patients and supportive of one another, and how we can overcome such difficult time by working together.

HOMEGROWN STAFF



Fatima Nunez, RN

Fatima came to Madera from Mexico when she was six years old. In 2010, she received her Registered Nursing degree from Fresno City College. For over 15 years, she's worked in various roles in the community health center field in a different country, and it was time to come home to Madera.

She came on board at Camarena Health in October of 2020 to provide COVID-19 support and clinical support, training, and education to the back office department. In her short time, she developed and implemented clinical workflows. Furthermore, she worked closely with the Chief Medical Officer and Chief Quality and Compliance Officer to ensure compliance with local, state, and federal requirements. Led by the desire to offer her experience and skills to patients in the community, she supports Camarena Health in its efforts to deliver quality and safe care to all patients and streamline workflows to help staff work smarter, not harder.

She loves that Camarena Health is accessible to many patients. There is not just one clinic, but multiple locations throughout Madera County. Growing up in Madera, she's watched Camarena Health grow from the small three-room clinic on Road 26 to over 10 locations, multiple services, and now transiting to a campus. Her family received care at the clinic on Road 26 and continues to receive care at Camarena Health.



Lanae Orbaker, RN

Lanae grew up in O'Neals, California, a small community in Madera County. She graduated from Gurnick Academy of Medical Arts in Fresno, becoming a nurse in 2012. She began her career working at a nursing home, transitioning to Oakhurst Healthcare & Wellness Centre, then a GI Clinic in Fresno. After a recommendation from a friend, she applied and began working at Camarena Health in January of 2020.

Though it's only been a short time, she loves working at Camarena Health. What Camarena Health does for the community is amazing, especially providing care to those without insurance. Lanae knows what it's like to be in their shoes, struggling to find affordable insurance when she was a young mother. The fact that patients without insurance have access to high-quality care with state-of-the-art equipment makes her feel proud to be a part of Camarena Health.

As Clinical Care Coordinator, her job is to provide training for all newly hired medical assistants, or when a provider reaches out, she goes and helps the medical assistants. Due to the pandemic, her role shifted to training staff about COVID-19 safety. Another role she took on was becoming the driver of the Mobile Health Unit. Growing up in O'Neals, she was used to driving big rigs, so she's proud to roll up into rural areas like Fairmead to bring the services to the people.

At Camarena Health, she loves sharing her knowledge and seeing how the MAs apply that knowledge to the floor. Training the staff allows for a higher quality of care, which is what Camarena Health is committed to doing, and it's a rewarding experience for Lanae.

Aspire to Inspire

In February, the Camarena Health team gathered for our first-ever Aspire to Inspire Teaching Health Center program dinner. The dinner and awards ceremony recognized the efforts of our dedicated teaching program faculty, who work tirelessly to teach and inspire the next generation of Central Valley healthcare professionals.

The ceremony included a speech from Camarena Health CMO Dr. Joel Ramirez, recognition of all our 2019 teaching providers, and awards for outstanding providers nominated by past clinical students.

Many of the clinical students placed with our providers have chosen to continue serving our communities after graduation by accepting positions with Camarena Health. We think this says a lot about the quality of our teaching programs and the culture and community that our faculty have built within Camarena Health. We want to say thank you again to our teaching providers and encourage them to continue inspiring their students!



AHEC Scholars engaged with our community

Camarena Health partnered with Central Valley Health Network (CVHN) to provide Madera Unified Certified Nursing Assistant (CAN) students the opportunity to participate in the Area Health Education Center (AHEC) Scholars program. The purpose of this program is to recruit, train, and retain a health professional workforce committed to underserved communities. This opportunity allows the scholars to explore the primary care setting and enhance their skills through a variety of experiences.

The AHEC program consists of a three-part curriculum. The online curriculum modules allow students the ability to dive into community health topics as well as interdisciplinary case studies. The clinical training provides students the opportunity to interact and engage with patients in underserved or rural areas to gain hands-on skills. Lastly, the community-based health project, which consist of identifying a need in underserved communities and helping to address it. Throughout the program,

students had the ability to engage in webinars, clinics and community exploration, self-guided research, and cased-based learning.

Our Camarena Health AHEC Scholars engaged with our community by completing their in-house clinical at a variety of locations. Students were stationed at our Camarena Health Urgent Care, Camarena Kids, Almond Women’s Health, and 6th Street Health Center locations. This allowed them to experience the diverse care that community health centers provide to patients. For their project, the students chose to collaborate and develop a brochure to address and educate patients on the importance of immunizations and well-child visits.



CHSU partnership

Camarena Health embarked on a partnership with the newly instituted California Health Sciences University (CHSU) School of Medicine. The opportunity to provide graduate medical education locally will help build a local workforce of medical doctors and Camarena Health is honored to be part of that development. Apart from the medical education that will take place through clinical rotations at our health centers, medical students from CHSU will also work on other facets of the healthcare delivery system, learning about quality improvement, population management, health education, and more.



First-year medical students worked with our health education team to develop a remote blood pressure monitoring program. They considered eligibility criteria for patient participation, logistics of blood pressure device distribution, training of patients on use of devices, and how follow up would be accomplished. At the completion of the school year, they walked away with a better understanding of how Federally Qualified Health Centers operate, and increased appreciation for how population management can lead to better patient outcomes.

EXPANDING ACCESS TO

VIRTUAL HEALTH

As California went into shelter-in-place in March of 2020, Camarena Health had to adjust how we provided care for our patients using methods that did not rely on in-person services. We expanded our telehealth services to provide medical, behavioral health, and health education virtually for patients who otherwise would not have gotten it.

Before COVID-19, we had telehealth for dermatology and telepsychiatry. We shifted and started with behavioral telehealth, then medical, virtual health education, and dental. With the implementation of telehealth, we created access points for patients in isolation to see their doctors in a safe environment, get medications refilled, ask questions to staff. Our patients proved resilient to change, responding well to telehealth, and appreciated the services.

Along with telehealth, we increased our communications. Using social media and our website, we posted regular updates on information and resources regarding COVID-19, mask guidelines and safety, video updates, testing centers, pre-screening, schedules, and FAQs. Early on, we adapted our communications to include staff messaging for our employees. Many of our employees and their family members are patients, so we wanted to ensure them Camarena Health was an environment where they could feel safe to come to work.

Virtual Health Education

Health education was vital during the pandemic. Utilizing Doxy.me, a secure and HIPAA compliant platform, we could send patients text messages and email links to speak with educators. Our educators could then help patients with questions about their providers, scheduling, follow-up visits, PPE guidelines, or connect them to food and community resources. With virtual health, we could now reach our patients better, especially the elderly, truck drivers, and stay-at-home parents. Some of the positive stories we heard from our patients:

- Patients benefited from being offered to take health classes over the phone due to transportation barriers. Patients stated they enjoyed the idea of the program being more individualized and having one on one time with the educator providing the education.
- Phone visits were very successful for high-risk patients 65+ years of age or older.



- Patients who hadn't seen a provider in 6+ months were now motivated to check in and schedule follow-ups with their provider. .

Additionally, we developed virtual presentations and outreach events for community partners and schools, targeting parents, students, and other community members. These live and pre-recorded presentations covered lifestyle, nutrition, physical activity, insurance enrollment services, and prevention screening programs offered at Camarena Health.

Virtual Medical

With our virtual medical services, patients could make appointments and schedule phone and virtual visits with our medical providers. During the phone or virtual visits, our medical providers address health needs, concerns, and questions. Patients with chronic conditions that required routine check-ins now found it easier to keep up with their appointments. Our medical providers, nurses, and caregivers have all agreed that it allowed more flexibility in their schedules, increased patient engagement, and improved access to patients and information.

Virtual Behavioral Health

Behavioral health via telehealth visits have improved our continuity of care, allowing for better health outcomes and reducing the existing treatment gap. Telehealth has reduced barriers like transportation and childcare to individuals residing in rural areas. Since we have offered telehealth services, we have seen an increase in patients accessing behavioral health services. We were used to having a 20% no-show with behavioral health, but that no-show rate dropped down to 0 due to telehealth services!

A young boy with dark hair is smiling and looking towards the camera while reading a large, open book. He is wearing a dark grey zip-up hoodie. The background is softly blurred, showing what appears to be a light-colored sofa or chair. The overall mood is warm and positive.

NEW DELIVERY OF SERVICES



ACEs

Adverse Childhood Experiences

ACEs stands for adverse childhood experiences. Adverse childhood experiences are potentially traumatic events occurring in childhood (0-17 years). For example:

- Experiencing violence, abuse, or neglect
- Witnessing violence in the home or community
- Having a family member attempt or die by suicide

Also included are aspects of the child's environment that can undermine their sense of safety, stability, and bonding, such as growing up in a household with:

- Substance misuse
- Mental health problems
- Instability due to parental separation or household members being in jail or prison

ACEs are linked to chronic health problems, mental illness, and substance misuse in adulthood. ACEs can also negatively impact education and job opportunities. At Camarena Health, we're working to prevent ACEs.

All our behavioral health providers are trained through the ACEs Aware Core Training. Behavioral health providers started to screen all behavioral health patients for ACEs to provide treatment and healing to our patients.

Additionally, our medical providers have all received the ACEs Aware Core Training. We are in the process of becoming a trauma-informed clinic by training medical providers and staff in screening all patients.

THANK YOU FOR HELPING US BE THE HEART OF HEALTHCARE FOR 40 YEARS.

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Years



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