

Celebrating
our past.
Inspiring
our future.

Melany (2) and Angela (16)
NCHS San Marcos Pediatrics Patients

2019 Annual Report



a *californiahealth* center

Letter to our Community



Our team at North County Health Services is humbled to have earned the trust of the communities we serve. Having been with NCHS for close to twenty years, I have always been incredibly proud of our history, but I'm more excited about our future as we embark on a new decade. I am filled by a profound level of enthusiasm to continue caring for our communities during these challenging times and an immense sense of gratitude to those who have allowed us to be a part of their healthcare journey.

For nearly 50 years NCHS has maintained a constant commitment to providing care to anyone in need. We are proud that since our inception, our communities continue to value and regard NCHS as a quality care leader for themselves and their families. So, it is with great pleasure that I share with you just a few of the ways we've continued "Honoring our Past and Inspiring our Future".

This report presents a snapshot of the highlights and successes NCHS achieved as an organization over the course of 2019. Together with you, and in partnership with our world-class physicians, other healthcare professionals and phenomenal support staff, we achieved new heights. In 2019, across 2 counties and in 12 health centers, we offered care to more than 66,000 patients and administered more than 320,000 patient visits. We opened our new, state of the heart health center in Ramona, increasing capacity by 39% and our annual operational budget also grew by nearly \$4 million.

At a time when healthcare is continually evolving, NCHS remains deeply committed as a trusted partner to our patients, our communities and all of our stakeholders. Our loyal and passionate staff, strong leadership team, and visionary Board of Directors all play a vital role in our continued growth and service expansion as we strive to increase access to quality and compassionate healthcare for everyone in our communities.

As we look toward the future, NCHS is well-positioned to continue providing exceptional healthcare, and we remain enthusiastic in answering the call to serve. We recognize that as a patient you have the opportunity to choose where you access care and we are incredibly honored that for nearly five decades our communities continue to choose NCHS.

Thank you for your continued commitment and support to NCHS and for being a part of our family. As we continue to navigate the remainder of 2020 and establish our new normal, one thing you can be certain of, NCHS is here for you.

With heartfelt gratitude,

A handwritten signature in black ink that reads "Michelle D. Gonzalez". The signature is written in a cursive, flowing style.

Michelle D. Gonzalez, MPA
President & CEO

vision

A Message from our Board Chair



As I reflect on 2019 at North County Health Services, I am reminded of the tremendous and inspiring work that is done each day for the patients we serve. A dedication to advancing the NCHS mission is met with enthusiasm by our providers and staff throughout all our health centers.

On behalf of the Board of Directors, we are very proud of the accomplishments and advances made throughout the year, including increased transportation services for patients, the introduction of our new Health Homes Program, and being named “Impact Business of the Year” by the North San Diego Business Chamber. These are just a few of the many achievements we have to be proud of.

Over the course of 2019, NCHS once again solidified our position as a vital service provider in the communities we serve. More than just a group of healthcare professionals, the NCHS team is comprised of compassionate individuals who truly live and breathe our mission. In doing so, they make each community we serve a healthier, happier place to live, work, and play.

I am very proud to have the opportunity to serve as the Board Chair, and I look forward with great anticipation to the continued success of this organization in 2020 and beyond.

With deep appreciation,

Donald Stump
NCHS Board Chair
Executive Director, North County Lifeline

2019 Board of Directors

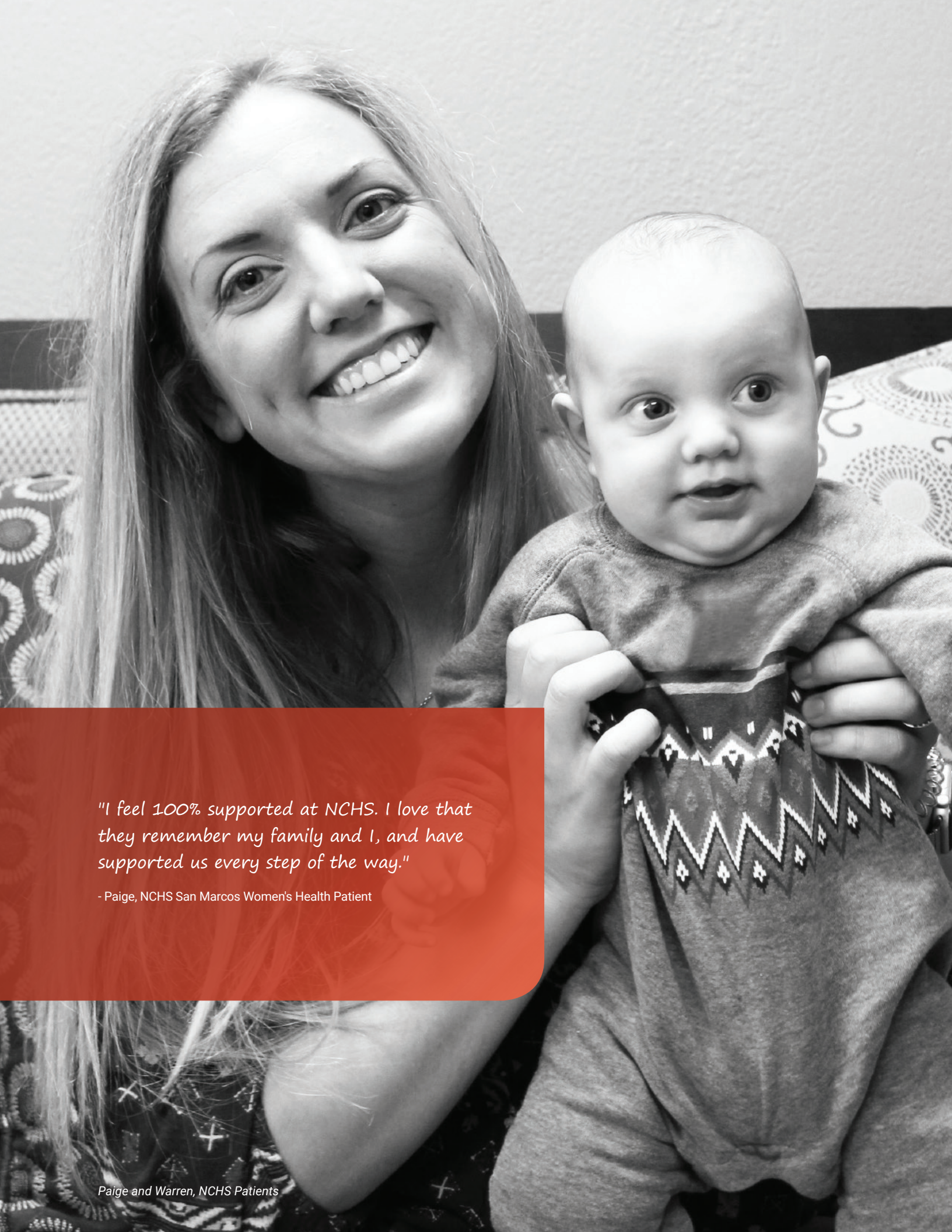
Donald Stump, *Chair*
Carmen Amigon, *Vice Chair*
Harriet H. Carter, *Treasurer*
Adriana Andrés-Paulson
Andrés Martin
Andrew S. Rinde
Craig Jung
Dulce Benetti
Karen Pearson
Maria Elena Orozco de la Cruz
Mike Michaelson
Dr. Phil Yphantides
Russell Riehl
Steve Kildoo
Victor Botello
Walt Steffen

2019 Senior Leadership Team

Barbara S. Kennedy, *President & CEO*
Dr. Patrick Tellez, *Chief Medical Officer*
Kathy Martinez, *Chief Financial Officer*
Michelle D. Gonzalez, *Chief Strategy and Development Officer*
Ivan Coziahr, *Chief Operations Officer*
Andrea Lewiston, *Chief Human Resources Officer*
Tracy Elmer, *Chief Innovation Officer*
Rich Talmo, *Chief Philanthropy Officer*
Briana Cardoza, *VP of Business Development*
Teresa Therieau, *VP of Operations*
Deidre Elliot, *VP of Finance*
Cathy A. Sakansky, *VP of Quality, Risk and Care Management*
Dr. Denise Gomez, *Associate Medical Director*
Robin Bradley, *Corporate Compliance Officer*



a californiahealthcenter



"I feel 100% supported at NCHS. I love that they remember my family and I, and have supported us every step of the way."

- Paige, NCHS San Marcos Women's Health Patient

Delivering Care You Can Count On

When it came time to deliver her third child, Paige chose NCHS for a more intimate experience that would provide the support and sense of community NCHS is known for. Upon being diagnosed with gestational diabetes, Paige knew right away she had made a good choice.

Needing more frequent visits with her care team, Paige found it easy to schedule appointments, and the instant connection with her Certified Nurse Midwife, Mimi Mateo, made her feel right at home. "Bringing my sons to these appointments was never an issue, and they felt included in the process throughout my pregnancy," Paige shares.

When Paige needed to learn how to administer her insulin at home, the NCHS care team provided the teaching and guidance to do it with confidence. Paige shared, **"The team walked me through everything I needed to do, and stayed by my side every step of the way. Being a part of this community has been amazing."**

While receiving her prenatal care at NCHS, Paige took advantage of services that extended beyond her care with the Women's Health team. "I felt healthier than ever when I was pregnant!" she exclaims. "I enrolled in NCHS yoga classes, met with a nutritionist, received chiropractic care—it was all great!"

Feeling strong, capable and prepared, Paige delivered Warren—a healthy baby boy—in November 2019. With the support and guidance of the Midwifery team, Paige felt empowered during the process of bringing a new life into the world. "The delivery team offered a calm, supportive presence at every phase of the birth. I could not have done it without them," Paige expressed.

NCHS is proud to offer comprehensive family services that make accessing healthcare easy and affordable without compromising quality. "I love having so many resources available under one roof," Paige shares. "It's easy, convenient, and feels like being part of a larger family."

Patient **Inspired** Committee

Our mission drives us to ensure our patient's voices are heard. Our Patient Advisory Committee (PAC) known as Patients in Action, is a group that meets to discuss relevant, important topics regarding their healthcare experience at NCHS. Thank you to our committee members!

"In the community, people are always asking questions and by joining Patients in Action, we are able to ask those questions ourselves and help our community!"

- Clara, NCHS PAC Member



PATIENTS
in ACTION
your voice matters

Commitment To Our Community

In addition to the care provided within our health centers, NCHS is committed to improving the health of our communities by providing valuable resources and services to those in need. Throughout 2019, NCHS maintained strong relationships with our established community partners, while also developing new ones.

NCHS is proud of our dedicated Outreach Team for the many ways it participates in events throughout San Diego and Riverside counties to share available resources with community members.

In 2019, the team organized numerous community events, including three health fairs reaching a combined total of nearly 1,200 participants, and provided more than 330 flu vaccines. The team also provided health education to youth and blood pressure readings throughout the community.

The Volunteer & Internship Program expanded to 178 volunteers, interns, and clinical students—an increase of 23% over 2018! These individuals are truly members of our NCHS Family, and we are thrilled that they chose to develop their talents with our organization and the patients we serve!

NCHS deeply appreciates the commitment and enthusiasm of our partners that contributes to the goal of providing an exceptional experience for our community. We are honored to have your support!

"NCHS consistently provides resources that benefit our community."

- Angelica Snyder, MLIS, Youth Services Librarian, Ramona Branch




impact



Feeding San Diego Partnership

NCHS is proud to partner with Feeding San Diego (FSD), a member of Feeding America. For years, our strong collaboration with FSD has helped provide food security for San Diegans across the county, ensuring that recipients have access to nutritious food. During the summer of 2019, NCHS provided **659 free summer meals** to school-aged children. We also host monthly no-cost food distributions in San Marcos and Oceanside communities. As the only FSD partner that provides pre-packaged bags of food for the area's agricultural workers, NCHS is honored to offer these services to our neighbors in need.

**FEEDING
SAN DIEGO**



*"I pride myself on communication
and spending enough time
with my patients."*

- Dr. Tedmund Po

Dr. Po: Healthcare With Heart

For Dr. Tedmund Po, a career in healthcare is one with heart. Serving patients out of the NCHS Perris Health Center, Dr. Po has built his reputation and his relationships with patients based on support, understanding, and respect. With experience spanning the globe, Dr. Po brings a perspective highly valued by those who entrust him with their care.

Growing up in Southern California as the son of a surgeon, Dr. Po was drawn to the opportunity to care for others and help improve their quality of life. He recognized the importance of exceptional patient care and truly connecting with those who come to him for medical care. Both of these core values are reflected daily in his work. According to The Associated Press and the NORC Center for Public Affairs Research, more than half of Americans focus on personality and relationship when choosing a physician, with only 29% listing delivery of care or health outcome as being the deciding factor.

When asked what makes his approach to healthcare unique, Dr. Po shares, "I pride myself on communication and spending enough time with my patients to fully address their concerns while remaining efficient as a doctor." His style of open, thorough communication results in patients feeling empowered to take an active role in their healthcare and view it as a partnership.

Provider Spotlights

Our team of caring clinicians understand the importance of patients feeling their best, and are committed to improving our community through the health of its residents. Learn more about our care team below:



Dr. Alison Zachry, MD | Encinitas Pediatrics

How do you inspire our patients to lead healthy lives?

I meet each patient where they are in their health journey. I celebrate each milestone and stick with them to push forward through the difficult times. When fully incorporated into one's lifestyle, small steps over time can make a huge difference in creating a culture of health.



Dr. Maria Sebiane, MD | San Marcos Pediatrics

What is most rewarding as a member of the NCHS team?

My parents were first generation immigrants, primarily Spanish speaking, who worked very hard but still had a combined income below the poverty line. Medical insurance for my siblings and I was cost prohibitive. At NCHS, I am able to provide excellent care for the same population that I belonged to as a child.



Corrdero Taylor, LCSW | Perris Behavioral Health

Who, or what, inspired you to pursue a career in healthcare?

My mother inspired my career in Mental Health care; she made me aware of the impact of systems, policy, and socioeconomic status of disenfranchised communities. The need for systemic change and being a quality change agent helps address the problem and bring about positive change in our communities.



Dr. Melanie Murphy, DDS | San Marcos Dental

Why do patients believe NCHS is the very best in providing them and their loved ones with the care they deserve?

NCHS does a wonderful job offering patients whole body wellness. Our providers work together to ensure that patients who may not otherwise be able to receive care, get the care that they deserve. We are proud to be able to address many of our patients concerns under one roof.

dedication



New Ramona Health Center



Continuing Our Legacy

"Our patients feel important here, and love the beautiful, spacious health center location."

- Chinh Doan, PA

NCHS has been steadfast in delivering quality care to the residents of Ramona and surrounding communities since our inception in 1971. What started as one mobile van progressed to a church basement, and eventually in to a clinic building. Over the decades, our facilities have provided increasingly comprehensive services to our patients.

Since our Ramona clinic first opened, NCHS has grown to 12 health centers to fully cover the gaps in health services throughout North County San Diego and Riverside County. When the limited space in our original clinic could no longer keep up with the growing demand for quality, affordable care, NCHS set out to provide Ramona residents with the very best experience. This began with a new health center home.

In June of 2019, NCHS opened a new state-of-the-art clinic with enough space to meet our current and future patients' needs. **With this new facility, NCHS Ramona has the capacity to provide Ramona and surrounding residents with a 39% increase in access to care.** Providing medical, dental, chiropractic and behavioral health services, NCHS remains a leader and a trusted medical home, offering comprehensive healthcare to our Ramona community.



Chinh Doan, PA



Former Ramona Health Center



NCHS Board Member Dr. Phil Yphantides, San Diego County Supervisor Jim Desmond, NCHS Board Member Karen Pearson

A Heartfelt Thank You.

The Office of Philanthropy enjoyed a year of revenue growth through major gifts, special events, President's Circle membership, and employee giving. In particular, the Philanthropy team met the Hunter Family Advised Fund challenge grant with a gift from the Issa Family Foundation, which provided \$100,000 to support eConsult, a platform aligning primary care with specialty physicians ensuring timely medical care for NCHS patients. We also saw exciting and notable growth in President's Circle members. We are happy to recognize the 2019 President's Circle members below and thank them for their generosity and outstanding contributions.

Adriana Andrés-Paulson
Allen Sweet
Amparo Mahler
Andrés Martin
BottomLine Marketing -
Steven Bellach
Miro Copic
Carmen Amigon
Cathy Sakansky
Chris Megison
Craig Jung

Dan Loch
Dana Albert
David Engblom
Deb Haydis
Debbie Thompson
Denise Gomez, MD
Donna Vargo
Eimaneh 'Ema'
Mostofian, MD
Gary Levitt
Gigi Gleason

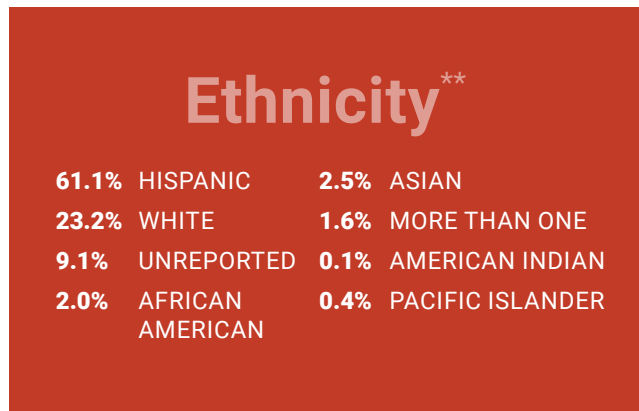
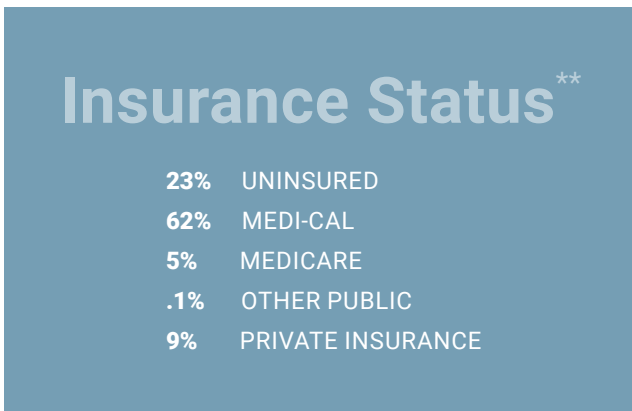
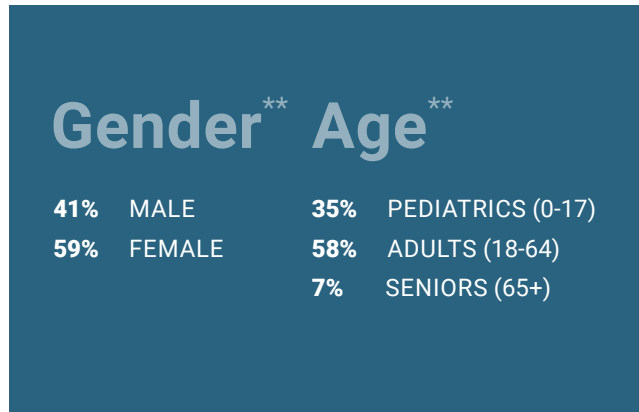
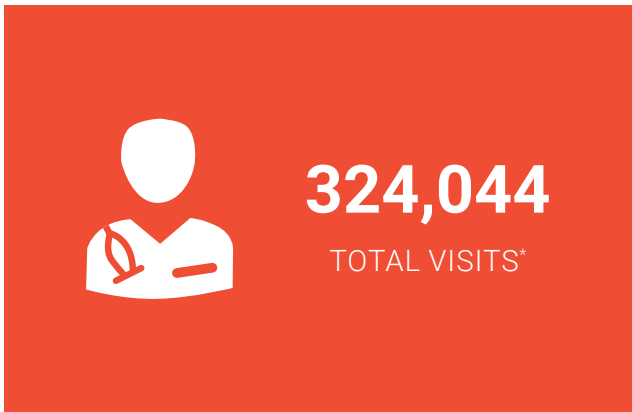
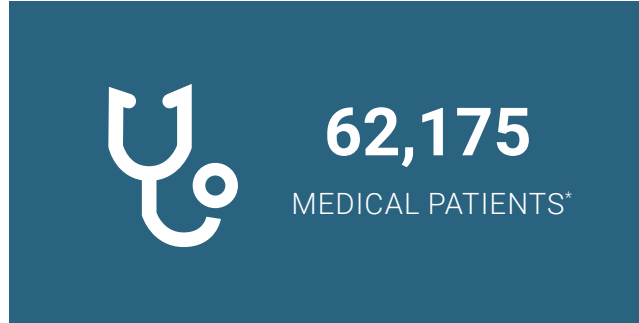
Harriet Carter
Ivan Coziahr
Jack Raymond
Joe El-Maasri
Joely Gardner, PhD
John Orlando
Joseph Parrish
Kathy Martinez
Karen Pearson
Kelly Crews
Leanne Abraham

Matt Simmons
Matt Walker
Megan A. Shelton, DMD
Michael Kennedy
Michelle Gonzalez
Michael Hollister
Mimi Mateo
Monique Knight
Monique Walker
North City - Gary Levitt
Patrick Tellez, MD

Peter Stark
Phil Yphantides, MD
Richard Talmo
Shawn Wamstad
Sheila Brown
Stacy Rungaitis
Steve Kildoo
Steve Wagner
Tracy Elmer
Wayne Kennedy

Find out more, contact our Philanthropy Office
760.736.6710 | philanthropy@nchs-health.org

Our 2019 Patients

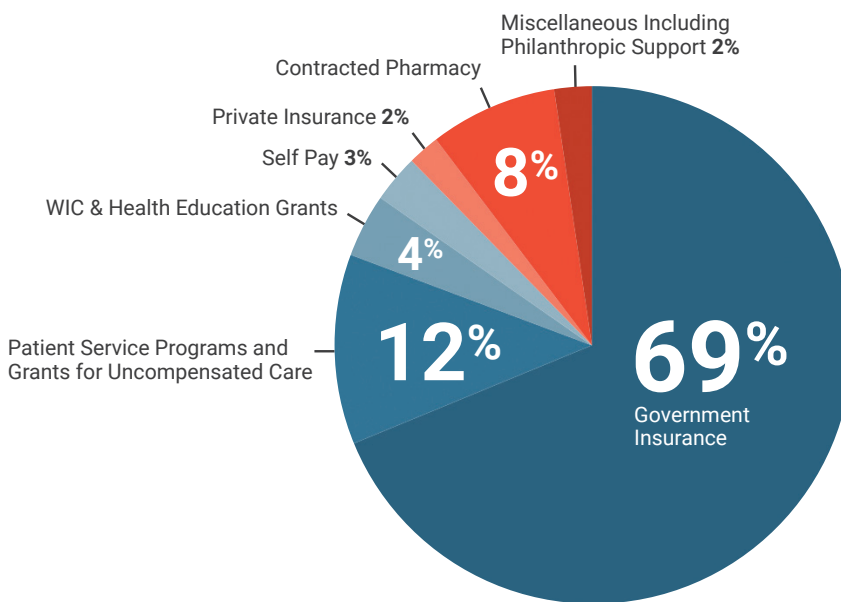


*Data compiled details total patients served per service line. As a result duplications of patients may occur.
**Data compiled from UDS (Uniform Data System) data from the Health Resources and Services Administration's Bureau of Primary Health Care

2019 Financials

NCHS is proud of the strong financial year that we experienced over the course of 2019 – our strongest year to date. Our success over the past year is evidence of a commitment to continue excellence in all that we do, including stewardship of our financial resources. As we move in to 2020 and beyond, NCHS continues to be well positioned to be a strong leader in healthcare.

Revenue



Operational Budget 2010 - 2020

**represented in millions*



Clinical Quality

A History of Excellence

Since I began serving patients at NCHS 20 years ago, our organization has grown by leaps and bounds; not just in size, but also in the quality and scope of care we provide. During this time, NCHS has built new clinics and renovated existing ones. We have expanded our services to improve patient care, including added chronic care and case management and the use of Program and Resource Specialists to improve access to insurance.

Evolving from paper to electronic health records while expanding our Quality Improvement program has made us more efficient and effective. Adding Integrated Behavioral Health, Team-based care, Chiropractic care, clinical Pharmacy services, and our Dental Transformation Initiative has lifted our ability to deliver whole-person care to new heights. What a ride it has been!

I am very proud of the collaborative model of care that has contributed to the quality measures you see below. In 2020 and beyond, we look forward to continuing to inspire and shape the future of healthcare while celebrating the past and honoring our history.

Dr. Denise Gomez, MD
Interim Chief Medical Officer (CMO)

Patient Experience

- 97%** reported 'excellent' or 'good' overall experience
- 98%** said they would recommend NCHS
- 99%** are loyal to NCHS

Cancer Prevention

5.5% increase in screenings for cervical cancer over previous year

Dentistry

30% more children 6-9 years received dental sealants over previous year.

Primary Care Quality

Since 2012, our **eight** primary care sites continue to be recognized by the National Committee of Quality Assurance, as Patient Centered Medical Homes.

Internal Medicine & Family Practice

8.4% of our chronic asthma patients showing greater control of their asthma illness symptoms over previous year.

results

Awards & Grants

2019 was another tremendously successful year for NCHS, as we were nationally and locally recognized for our impact on our communities. We are thrilled to share a snapshot of a few of our achievements.

Medline Community Impact Grant

For our patients, one of the most common barriers to accessing healthcare is lack of transportation. To address this issue, NCHS proposed an innovative approach to increase access to healthcare. In January 2019, we began piloting "Roundtrip," a digital transportation marketplace that connects patients with non-emergency medical transportation. This includes rideshare, medical sedans, and wheelchair vans-whenver and wherever they need it.

Roundtrip has been successful in making free and convenient transportation readily available to our patients. However, Roundtrip was only sustainable and reimbursable for our patients with insurance. To address this gap, NCHS began using Medline funding to provide uninsured patients with free transportation to and from appointments. In the first six months of the grant period, NCHS provided 503 rides to our uninsured patients, significantly increasing their access to healthcare!

North San Diego Business Chamber's "Impact Business of the Year" Award

In July, NCHS was named "Impact Business of the Year" by the North San Diego Business Chamber. This award recognizes the positive impact we made by proactively encouraging growth and development and making a difference in the communities we serve. Because we were awarded in the same category as much larger organizations, this tremendous honor demonstrates just how special and valued NCHS is.

Helping Build Healthy Communities Grant

NCHS was one of only six community health services in the U.S. to be awarded a Helping Build Healthy Communities grant. Supported by medical device company, BD, Direct Relief, and the National Association of Community Health Centers (NACHC), the grant recognizes our innovative approaches to providing Medication Therapy Management (MTM) to our most vulnerable patients. We are using this two-year award to increase patient engagement and to provide education on the importance of compliance with medication guidelines, especially for our patients with chronic conditions. This will be achieved by integrating telepharmacy and mobile technology into our MTM program, as well as centralizing our pharmacy communication systems.

NCHS has much to be proud of, our best is yet to come!



North San Diego Business Chamber's 2019 "Impact Business of the Year" Award

A Word From Our Team

At NCHS, our team is our most valuable asset. Our compassionate staff of more than 700 healthcare professionals provide stellar patient care to the communities they serve, making us proud to be a leader in healthcare across North San Diego and Riverside counties. **When you become a part of the NCHS team, your career becomes one with heart.**

Esther joined NCHS in January 2000, when her sister, an employee, encouraged her to apply for a temporary position as a front desk receptionist. At that time, Esther had no idea how NCHS would help shape her life for the next 20 years.

Esther has excelled as a member of the NCHS team, quickly learning and taking on new tasks. As she developed her professional skills, Esther moved on to other roles within the organization, and now serves as a Program and Resource Specialist. In this role, Esther helps connect the Ramona community with resources, health insurance enrollment support, and much more. As an integral member of the Ramona Health Center team, she is proud to give back to the community that means so much to her.



*"NCHS is like a second family.
They really care about me."*

- Esther Ochoa, Program and Resource Specialist /
Employee Since 2000



87%
RECOMMENDS NCHS
AS A GOOD PLACE
TO WORK



760
TOTAL STAFF



80%
OVERALL STAFF
RETENTION RATE



178
TOTAL VOLUNTEERS
& INTERNS

San Marcos Pharmacy Team

Our NCHS Family

We put your health first.

In 1971 a small group of dedicated health professionals identified a need and came together to provide comprehensive and affordable quality healthcare to our diverse and underserved communities and launched **North County Health Services (NCHS)** to provide individuals and their families with much-needed healthcare.

A place where everyone is respected and welcome.

Since then, NCHS has grown into a network of **12 state-of-the-art health centers** serving North San Diego and Riverside Counties, including fully equipped mobile units to increase accessibility. We work closely with our community to ensure wellness services are available to everyone, regardless of financial and insurance status.

Our history is our foundation and the core of who we are.

Although our foundation is strong, our landscape continues to evolve, prompting us to look inside and determine how we want to be positioned in our growing community. We want to differentiate ourselves with continued innovation, superior patient-centered care, sincere compassion, and a warm welcome to every person who walks through our doors.

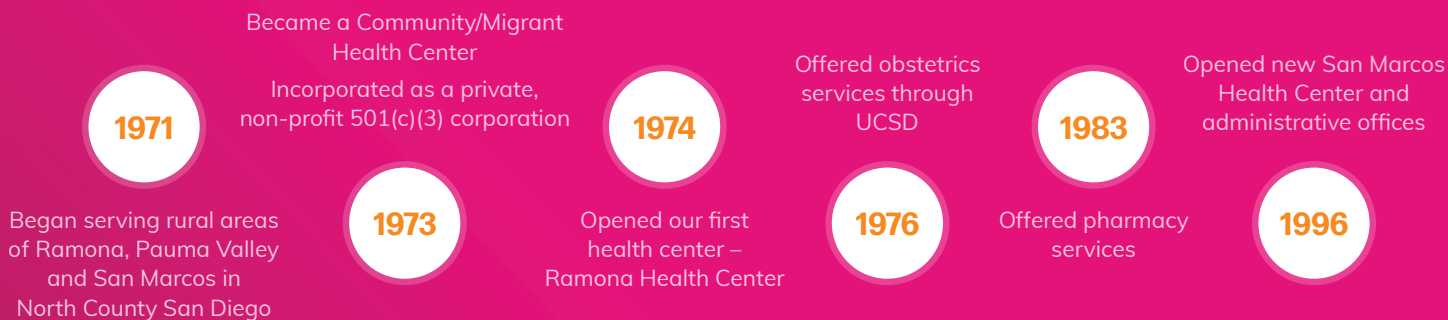
A new name. A renewed promise.

As we've elevated and expanded the quality and locations of our services, we've also outgrown our name. After careful study, we've changed our name to **TrueCare** – a name that delivers a **powerful promise** of heartfelt care that truly reflects how we live our mission. As we guide our patients and their families through the journey to greater health, we aspire to be known as the **industry leader with a heart**.

Milestones in our evolution.

From our first healthcare clinic opening in 1974 to our current 12 healthcare centers, we have steadily grown into a network of thriving health centers. **A few of our important milestones include:**

48 years of trust and service



**highlights above reflect a handful of our accomplishments throughout the years.*



2020

launches **TrueCare** rebrand and implements EPIC, a new electronic health records system

2004

Mobile unit began offering dental services

New Electronic Health Records (EHR) system launched

2011

Building Great Relationships (BGR) program introduced

2012

NCHS responds to ACA, achieves Patient Centered Medical Home (PCMH) recognition from NCQA – 8 primary care locations

2013

Opened our first health center in Riverside County – Perris Health Center

2016

Acquired new clinic space and relocated the Ramona Health Center

2019





Raising the bar and setting the standard.

As TrueCare continues to grow in size and capabilities, it's important the communities we serve understand all we have to offer – not just our broad range of healthcare services, but how we deliver **extraordinary care**.

Crafting our brand for a new era.

To ensure our new brand reflects our rich history and strong core values as well as the modern world we live in, we undertook a complete creative redesign – crafting a **warm, welcoming brand** that invites our communities to become part of the TrueCare family.

Care. It's not just what we do. It's who we are.

Our rebrand includes a complete makeover of our look, messaging, website and materials – reimagined to reflect who we are today and to support our continued growth – clearly communicating why TrueCare should be the healthcare provider of choice.

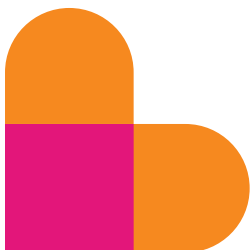
TrueCare. Your partner for everyday wellness.

Our goal is to continue to provide the highest quality care, improve our patient's experience and continue to build trust and strong bonds with our patients, their families and our communities.

A true patient-centered experience.

Highlights of our rebrand include:

- A user-friendly website, optimized for an exceptional user experience across all devices.
- The launch of OCHIN Epic: a new and improved Electronic Health Records (EHR) system. Coming in Fall of 2020, TrueCare is proud to make this available to patients, as it will truly revolutionize how patients experience healthcare.



We're more than a health center. We're family.
Health inside. Welcome in.



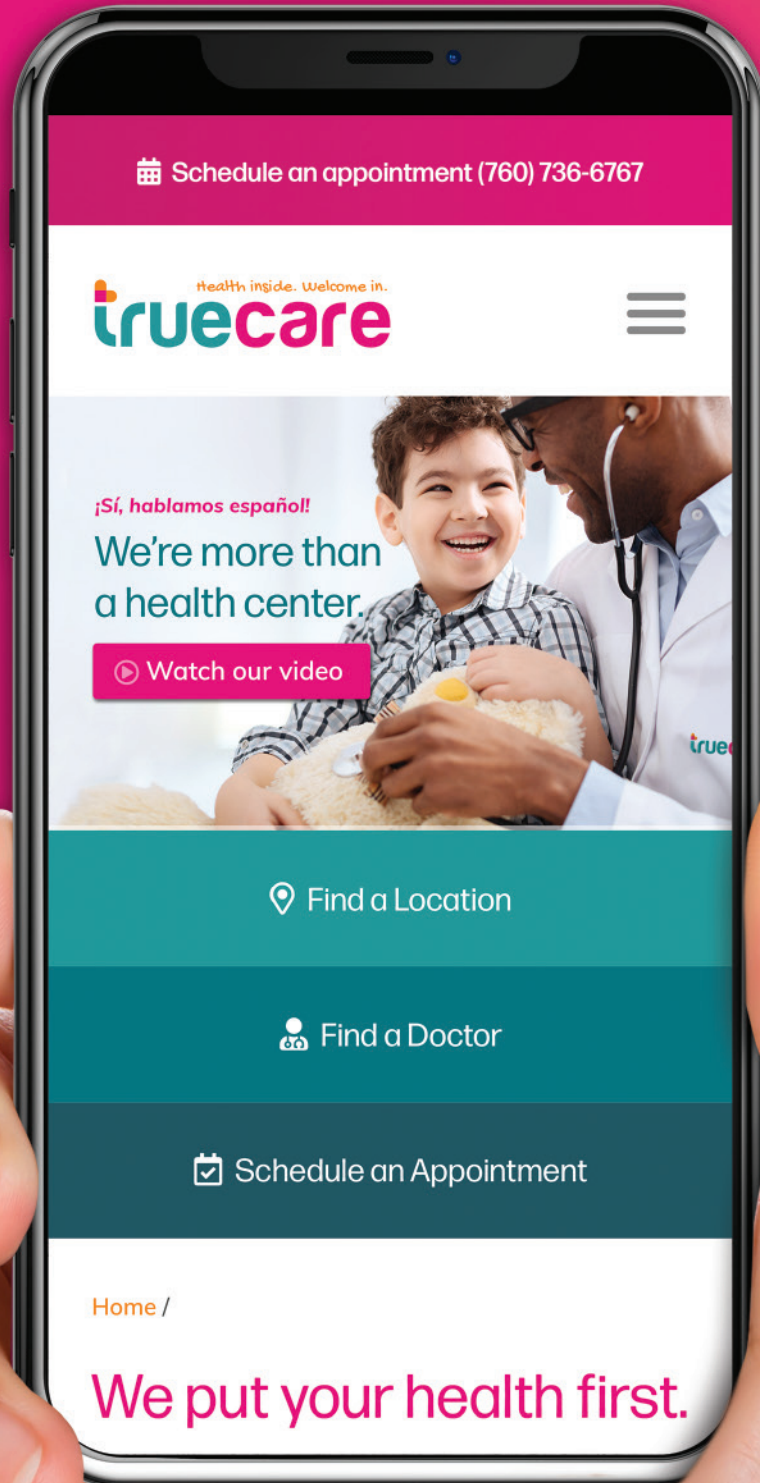
Health inside. Welcome in.

trueecare

We're building
something **awesome**.

Sign up now at
trueecare.org and be
the first to know!

COMING SOON!



OUR MISSION

To improve the health status of our diverse communities by providing quality healthcare that is comprehensive, affordable, and culturally sensitive.

OUR VISION

NCHS will be the premier healthcare provider for diverse communities in San Diego County and the Inland Empire characterized by an exceptional patient experience, comprehensive and integrated services and innovative approaches to clinical care, patient service and business operations.

OUR CORE VALUES

Excellence
Integrity
Teamwork
Quality of Care and Services
Innovation
Stewardship

Locations

NCHS Carlsbad Health Center
1295 Carlsbad Village Drive, #100
Carlsbad, CA 92008

NCHS Encinitas Health Center
1130 2nd Street
Encinitas, CA 92024

NCHS La Mission Health Center
3220 Mission Avenue #1
Oceanside, CA 92058

NCHS Mission Mesa Pediatrics
2210 Mesa Drive #300
Oceanside, CA 92054

NCHS Mission Mesa Women's Health
2210 Mesa Drive #5
Oceanside, CA 92054

NCHS Mission Mesa Women's Health - Satellite
161 Thunder Drive #210
Vista, CA 92083

NCHS Oceanside Dental
2216 El Camino Real #121 - 122
Oceanside, CA 92054

NCHS Oceanside Health Center
605 Crouch Street
Oceanside, CA 92054

NCHS Oceanside Specialty Health Center
619 Crouch St., Suite 100
Oceanside, CA 92054

NCHS Perris Health Center
1675 N Perris Blvd. Ste. G1
Perris, CA 92571

New NCHS Ramona Health Center
220 Rotanzi Street
Ramona, CA 92065

NCHS San Marcos Health Center
150 Valpreda Road
San Marcos, CA 92069



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