

# BUILDING

## GREAT RELATIONSHIPS

*For Better Health*



NORTH  
COUNTY  
HEALTH  
SERVICES

a private not profit corporation  
*Where Health Begins*

2012 ANNUAL REPORT

## MESSAGE FROM THE CEO

As a young girl growing up, I never imagined I would be leading a non-profit healthcare organization. Coming from a family who struggled to find access to quality health care, it became my personal vow to change this outcome for others. In my 17 years as the President and CEO at North County Health Services, I appreciate the rich history of the organization and realize what a huge year 2012 meant for us. As we prepared to embark on an unprecedented health care reform journey with the rest of the country, we didn't just want to keep up with the changing healthcare landscape, but be ahead of the curve. With this foresight, we strategically and aggressively set our goal of achieving the National Commission of Quality Association's (NCQA) Patient Centered Medical Home (PCMH) Recognition. After nearly 12 months of focused efforts by almost every department here at NCHS, we achieved Level 3, the highest level of PCMH recognition offered. But it is more than an accreditation; it is a superior approach to patient care that delivers higher intervention and patient engagement. As evidenced by our stellar outcomes, such as our low birthweight percentage being well below the national average, it's our goal at NCHS to further reduce healthcare disparities and improve population health. In conjunction with this effort, we were



looking to equip ourselves for health care reform not only structurally, but relationally.

Although creating positive and meaningful interactions was something NCHS was already doing, we sought to formally identify and structure it. This led us to launch an organization-wide commitment to make every interaction internally and externally, both positive and effective—thus, Building Great Relationships (BGR) was born. In 2012, BGR was not only in full swing and off the ground, but it continues to spread, enhancing our NCHS culture. It is our code of conduct for interactions, which extends to our community partners whom we work collaboratively with everyday. I am often asked what I am most proud of in regards to NCHS, and although we are a \$45 million non-profit organization and serve thousands of people each year, I am truly most proud watching the relationships that are built day in and day out. As we hope you will notice in this report, these relationships not only better the interactions with our patients but lead to quality health outcomes and the overall health of our community. Our commitment is contagious, North County Health Services is continuing to Build Great Relationships for better health—join our cause!

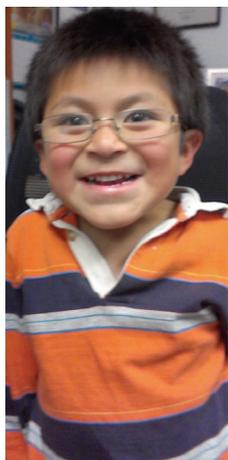
*Our patients  
look to us  
everyday*



## BUILDING GREAT RELATIONSHIPS

Building Great Relationships (BGR) is more than just a corporate slogan, it's what we do every day at NCHS. In the competitive healthcare marketplace, the kind of care patients receive is what will keep them coming back—for life. It's always been known that at NCHS we treat patients like family, but in our effort to raise the bar, we knew we needed to be more consistent in our approach. This began by defining what this care would look like and strategically mapping out the plan. It entailed an organization-wide roll out and intensive trainings with the entire staff to ensure they not only adopted but embraced this commitment. Our 'BGR University' equipped staff with 8 standards to live out daily. In 2012, BGR is now ingrained into who we are, and is the motivating force behind what we do. BGR has enhanced the attitudes of the staff and is aligning our hearts and thinking. Although patients are our priority, BGR extends to everyone. How can we BGR U today?

## PATIENTS



“

*I am very grateful to NCHS and their program, Project All Ready, for helping my son, Neryk, receive his first pair of glasses. Project All Ready provided vision screenings at my son's childcare center and after receiving the results, I was very surprised. They discovered that he needed glasses and I was not aware that he had any vision issues. Project All Ready helped me throughout the process of obtaining the VSP certificate, which allowed me to take my son to an eye specialist where he was prescribed glasses. Now that Neryk has his glasses, I have noticed a big change in his behavior. He used to be much more aggressive and now he seems to be so much calmer. Once again I want to thank NCHS for their services.*

”

— **Maria G**  
her son Neryk pictured  
with his first pair of  
glasses

## DENTAL

**A**t NCHS, we know that oral care is a part of overall health care. Unfortunately, more than a half a million school-aged children in California missed at least one school day due to a dental problem, and a quarter of our state's children have never been to a dentist. In our effort to provide a continued comprehensive health care experience for our patients, 2012 marked an exciting and progressive year for our Dental Department. We set out to create greater awareness in the community by providing education in oral care. We provided services and screenings to over 6,330 children. We used our two mobile dental units to reach out and partner with area school districts, preschool and MAAC/Head Start programs. Combined with the efficiency efforts, stellar BGR and outstanding customer service at our 3 dental locations, NCHS saw a 26% increase in our dental patients for 2012. Our total number of dental patients rose to over 16,000—but we are not slowing down! Although our progress for 2012 exceeded our goals, we realize that we are just scratching the surface when it comes to the need for quality



### 2012 DENTAL FACTS

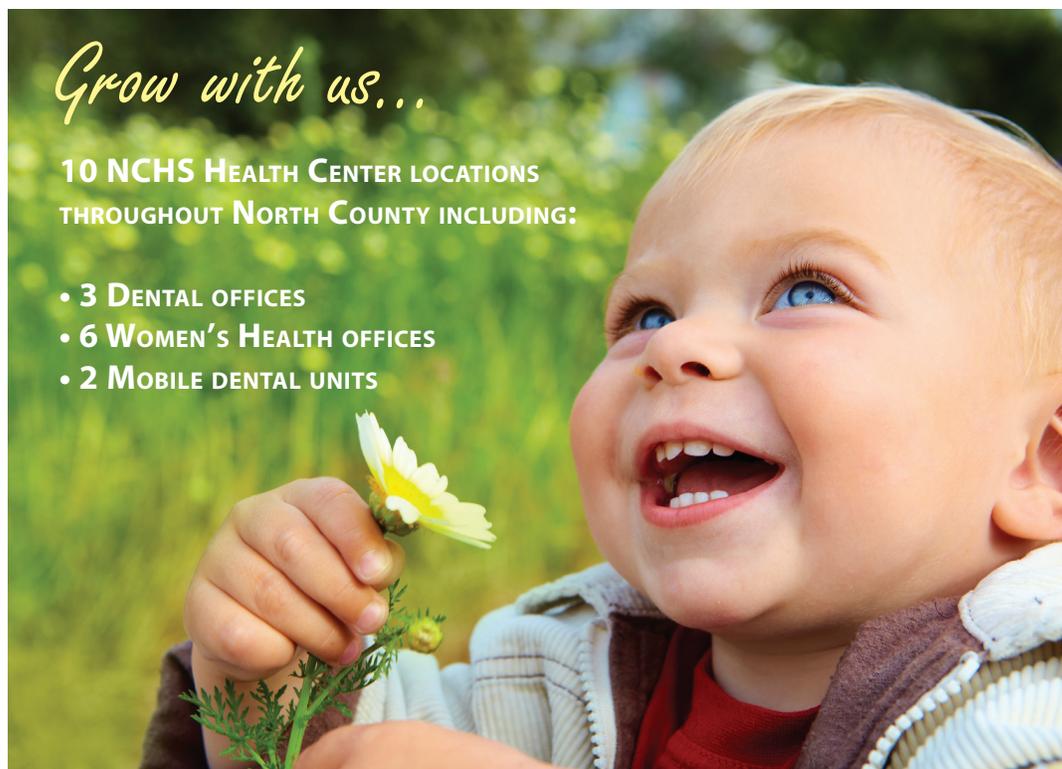
- 60% OF OUR DENTAL PATIENTS ARE CHILDREN
- INCREASE IN DENTAL USERS BY 26%
- SCREENINGS PROVIDED TO OVER 6,330 CHILDREN
- DENTAL PATIENTS ACCOUNT FOR 16% OF TOTAL VISITS FOR NCHS

and affordable dental services in our community. In 2013, we are striving to have an even greater community impact with our dental services, outreach and education.

*Grow with us...*

**10 NCHS HEALTH CENTER LOCATIONS  
THROUGHOUT NORTH COUNTY INCLUDING:**

- **3 DENTAL OFFICES**
- **6 WOMEN'S HEALTH OFFICES**
- **2 MOBILE DENTAL UNITS**





**WORKFORCE**

**577**

Total Staff Members

**72**

Staff clinicians including physicians, dentists, psychologists, certified nurse midwives, nurse practitioners and physicians assistants

**100%**

Number of NCHS physicians who are board-certified or board-eligible

**96.7%**

Provider Retention Rate

**86.7%**

Overall Staff Satisfaction Rate

**77.7%**

Staff Retention Rate

**OUR STAFF**

Dr. Chanelle Calhoun has been working as a pediatrician with NCHS for nearly **19 years**. Her work has helped lay the pediatric foundation at NCHS, helping to convert Mission Mesa Pediatrics from a one-provider practice to a bustling four-provider practice. A future goal of the NCHS Executive team includes a brand new Mission

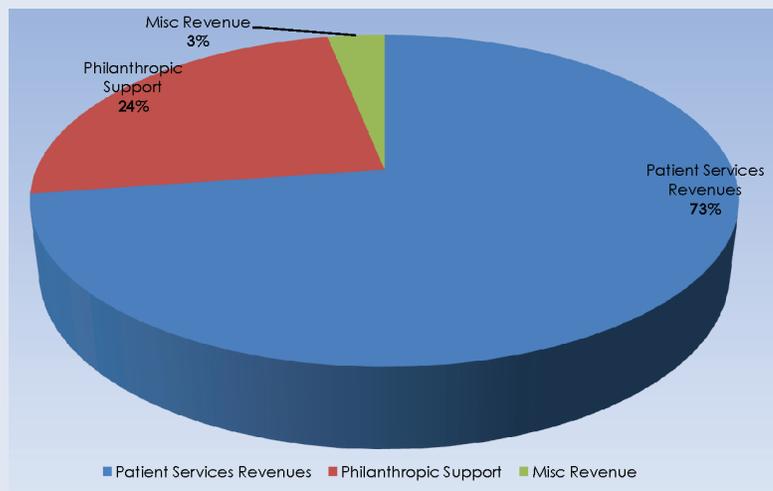
Mesa Pediatric building which will double the size of providers and staff, enabling us to serve more families. In true NCHS spirit, Dr. Calhoun has been actively involved as a volunteer in the community, offering her time and expertise conducting sports physicals for El Camino High School for over 10 years. As the physician consultant



for the Oceanside School District, she is often called upon for speaking engagements at Ocean Shores High School and the Oceanside High School Health Academy. Dr. Calhoun's care and hard work for NCHS as an organization, and to the patients she has cared for personally, will be recognized and remembered for years to come.

*NCHS continually strives to be a fiscally sound and responsible organization*

**47,005** medical patients





As the longest tenured employee at North County Health Services, Isabel Saldivar has been Building Great Relationships with patients long before it was a corporate initiative. She has been welcoming patients with a smile for over **26 years**. Isabel truly cares about helping people and it shows every day, evidenced by the trust she has established as a Dental Receptionist with our patients. Her

greatest reward is knowing that at the end of the day she has helped someone, with what can sometimes be an anxious dental situation. She is known for putting patients at ease and helping them feel better. Loving what we do as an organization and why we do it, is what keeps Isabel looking forward to 'BGRing' with NCHS.

NEARLY HALF OF THE PATIENTS WE SEE AT NCHS EACH YEAR ARE CHILDREN.



## SUSTAINABILITY

*As a non-profit organization, which enables us to better serve our communities year after year.*

Patients served | **16,133** dental patients served

### REVENUE SOURCE

**73%**

Patient Services Revenues

**24%**

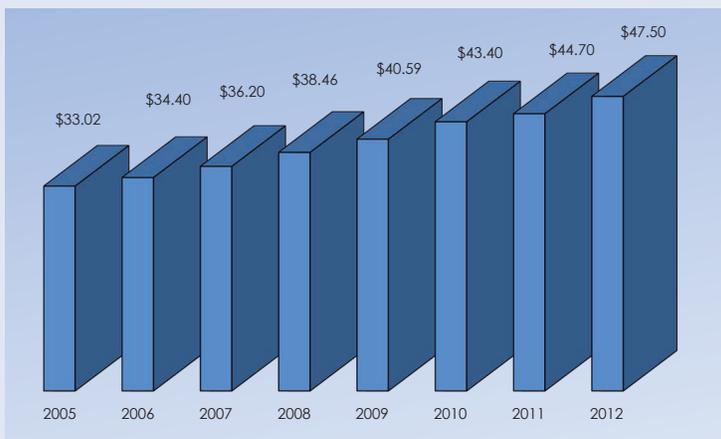
Philanthropic Support

**3%**

Misc Revenue

### OPERATIONAL BUDGET

Since 2005, our budget has grown by almost **\$15 million**.



## PATIENT-CENTERED MEDICAL HOME RECOGNITION

We have never settled for less than excellence in patient care, which is why NCHS ambitiously set forth to begin the process of achieving Patient-Centered Medical Home (PCMH) recognition. Changing an internal program is hard, but changing the model for how care is delivered, is a feat. PCMH is a voluntary recognition that is so sought after to achieve because it's designed to put the patient at the center of care, creating a team-based approach. This provides primary care providers with a more complete view of their patients' needs and seeks to engage patients so that they are ac-



tive participants in their own care plans. PCMH Recognition is awarded to health centers that meet 10 rigor-

ous key elements with the focus on highly-coordinated care and long-term relationships. This aims to improve the quality and efficiency of care. In 2012, NCHS submitted for the recognition for 5 of our 10 clinic locations, and all 5 received Level 3—the highest-level of recognition possible. As we continue to work toward full implementation in all other NCHS health centers, we are proud and eager to put forth the effort. PCMH is not only a tool to help us sustain our high-quality outcomes, but simply stated, it's the right thing to do for our patients.

## 2012 ORGANIZATIONAL HIGHLIGHTS



Thanks to the support from the City of Carlsbad and the generous donations of community partners, construction has been completed for the brand new **Carlsbad Family Medicine** facility. The new location is more than double the space of the previous three-exam room facility and now expanded to offer care, once again, to both adults and children.

Our **Family Nutrition Program** kicked off in 2012! This program identifies, evaluates and initiates treatment for children between the ages of 8-12 years old who are at risk of being overweight or obese. Children are screened during physical exams and if it is discovered their BMI is over 95% they will be referred into the program, which offers educational sessions, self management goals and when necessary, access to healthy foods.



NCHS proudly launched the **Patient Navigation Center (PNC)** which now streamlines thousands of patient calls into one centralized location, delivering shorter wait times and a more personalized experience. The creation of the PNC was a huge undertaking and we anticipate completion by the end of 2013.

Our **OB/Midwifery Program** is proud to partner with both Palomar Health and Tri-City Medical Center for the complete delivery care of our patients. It is this wonderful support that equips families with a safe and supportive environment during this life-



changing event. 2012 was an exciting year for our program as we celebrated the

birth of the 1,000th baby born at Tri-City Medical Center. Only NCHS utilizes the unique Midwife/M.D. collaboration model that ensures an experienced clinician by every mother's side from beginning to end. In addition, mothers also experience comprehensive

support with our breastfeeding education, childbirth classes, nutrition services and a licensed Doctor of Psychology available for counseling. NCHS is proud to offer this complete care so we can continue to provide stellar outcomes for mothers and babies.

## COMMUNITY PARTNERSHIPS & PROGRAMS

At NCHS, we don't just aim at meeting the clinical needs of our patients, but the overall needs of our community. Our Community Programs Department at NCHS serves our county's newborns to senior citizens with the mission to keep our community healthy. But we can't do it alone—we thank our many community and business partners who work with us throughout the year to make this possible. Here is a word about working with NCHS from two of our valued community partners:



"Our partnership with NCHS has been very important for the San Marcos community. NCHS has not only efficiently run the Feeding America San Diego Mobile Pantry program, but has connected our community to much-needed health services. NCHS has been a reliable and strong support system not only for Feeding America San Diego, but for the entire San Marcos community."

*--Allen Rosenbaum, Program Coordinator,  
Feeding America San Diego*



"MAAC appreciates its relationship with NCHS and would like to thank them for servicing and linking our children to better health care at MAAC's centers for the past five years. We continue to refer our children to NCHS for all of their health care needs. NCHS has made it possible for our children to be healthy and successful in their academic career. On behalf of our children and families, we thank you."

*--Alondra Hernandez, Lead FSW-Health,  
MAAC/Head Start*

## 2012 COMMUNITY PROGRAMS FACTS

- NCHS' Project All Ready program provided **1,153** children with vision and hearing screenings.
- Over **17,565** pregnant & breastfeeding women and children ages 0-5 were given access to healthy foods and nutrition education through the NCHS WIC program.
- NCHS' Project Sombrilla program assisted **2,200** people with applications for health insurance for their children ages 0-5 and **1,190** pregnant women with applications to insure them during pregnancy, with a **90%** enrollment rate.
- The Agricultural Health Program provided **600** hundred individuals each month with food and other resources at the food distribution sites.
- The Salud Project educated **79** adults with diabetes self management skills, with a **100%** participant satisfaction rate.
- In collaboration with primary care, over **4,900** patients were screened for HIV.
- The HIV Early Intervention Services Center provided services to **1,643** walk-in clients for free HIV counseling & testing, education and referrals, including ADAP/Ryan White enrollments.
- The Healthcare for the Homeless program provided over **1,150** primary medical and dental care services to the homeless population of North San Diego County.

## Embracing Our Community



# CONTINUED GROWTH

## *For Better Health*

The anticipated expansion and construction of our existing Mission Mesa health center will mean a brand new, cutting-edge facility—but more importantly, the ability to provide greater health care access to our growing community. With your help, we will build a complete campus providing comprehensive services that include a new pediatric health center, a new dental site and women's health services.

*But we can't do it without you!*

