



Uncertain Times, Clear Vision

MISSION



Our Mission

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

Our Vision

TrueCare 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 Values

Excellence Integrity Teamwork Quality of Care and Services Innovation Stewardship

2021 Executives & Senior Leaders

Our TrueCare Executive and Senior Leadership Team puts its diverse set of skills and talents to work each day to fulfill our mission.

Chief Executive Team

Michelle D. Gonzalez, President and CEO Andrea Lewiston, Chief Human Resources Officer Briana Cardoza, Chief Business Development Officer Kathy Martinez, Chief Financial Officer Dr. Marie Russell, Chief Medical Officer/Chief Operations Officer Tracy Elmer, Chief Innovation Officer

Senior Leadership Team

Cathy Sakansky, VP of Quality, Risk and Care Management Chris McLauchlin, VP of Human Resources Christina New, VP of Operations Dee Elliot, VP of Finance DeeAnn Green, VP of Operations Dr. Denise Gomez, Associate Medical Director Leslie Muñoz, VP of Operations Matthew Kosel, VP of Clinical Informatics

2021 Board of Directors

This team of passionate Board members, of which 64% are TrueCare patients, share their unique perspectives to help guide our success.

Russell Riehl – Chair Andrés Ramos Martin – Vice-Chair Dulce Benetti – Secretary Harriet Carter – Treasurer Carmen Amigon – Most Recent Past Chair Adriana Andrés-Paulson Craig Jung Donald Stump Karen Pearson Maria Elena Orozco Mike Michaelson Victor Botello Walt Steffen

Reshaping. Transforming. Persevering.



Ambitious Achievements

History is full of examples of people overcoming adversity. When faced with extreme hardships – like those we've faced during the ongoing COVID-19 pandemic – we know that people come together to transform, transcend, and find innovative ways to help our community.

It is this perspective that gives us hope as we forge ahead despite the continued uncertain times. It is in times like these that we are called to make bold moves and push the boundaries to overcome the difficult health challenges that have disproportionately afflicted our communities, especially those who have been marginalized and overlooked for far too long.

In his inaugural address in 1932, Franklin D. Roosevelt reminded a depression-stricken nation that, "The only thing we have to fear is fear itself." And with this pandemic, fear has run amuck. Doing our part to keep our communities healthy has been challenging to say the least. Frankly, it's been exhausting but the commitment of our providers, care teams and staff has never wavered.



I am beyond proud to say that at TrueCare, we never stopped pulling together and through this, we built a greater sense of purpose. We saw our healthcare staff persevere; we saw our community outreach teams double their efforts to reach the underserved; and we saw our community come together to solve problems and console one another.

In 2022, TrueCare is committed to innovating beyond the pandemic. Our ambitions are bold and our vision is clear. We will execute our vision with unrelenting drive and dedication to our community. We will remain vigilant and continue looking for new ways to deliver complete health care to anyone in need. Together, we are stronger and we see brighter days ahead.

This report illustrates how TrueCare is a place of healing and an organization committed to offering hope for everyone. Join us on this journey. Health Inside, Welcome in.

With heartfelt gratitude,

yedgelid grazalez

Michelle D. Gonzalez, MPA President and CEO, TrueCare



Awards & Recognition

SAN DIEGO BUSINESS JOURNAL CEO of the Year Finglist

San Diego Business Journal

San Diego 500 Most Influential People

A Message from the Board Chair

For more than 50 years, TrueCare has raised the bar on what it means to be a community health center. In service to our patients, families, and the diverse communities of North San Diego and South Riverside Counties, TrueCare makes health care accessible to all.

We understand that for those suffering from the devastation brought on by the pandemic, pain can run deep – both financially and emotionally. Yet, through it all, TrueCare has remained agile, constantly realigning its operational efforts to reach those in need.

As Board Chair, serving alongside my fellow board members, it has been inspiring to see how TrueCare has come together to meet continued and unprecedented health care challenges. Seeing what good can come from banding together under a common mission is heartening.

And TrueCare won't stop. We are committed to coming through the pandemic and continuing to raise the health care bar in 2022.



With deep appreciation,

Russell Riehl, MHA TrueCare Board Chair Sr. Director Operational Support Services, Palomar Health



Perse ering

Clear vision through uncertain times.

As TrueCare persistently pivots to broaden access to our medical services and programs, we remain resolute in our focus: to **reshape** how health care is delivered, **persevere** in our mission to the underserved, and **transform** care through innovation.

COVID-19 has cut through our lives like an unpredictable storm, but steadfast commitment to our mission has provided a transcendent light to guide us through the turmoil. With our vision for health equity and wellness providing clear direction at every step of the way, we have not only empowered our patients and community, but each other as well.

Persevering through 2021 has given us newfound strength and determination while creating a foundation of hope. We ambitiously integrated COVID-19 information and vaccination efforts at all our community engagement events, made huge strides in mobile and digital health, expanded our community partnerships to further address root causes of illness, and uplifted our staff through constantly fluctuating circumstances. Our vision enabled us to continually move forward with confidence.

Through these uncertain times, we hold this truth: **health is for everyone.**

Providing Care for Those in Need

TrueCare has been reshaping how healthcare is delivered to those facing barriers to medical services for over 50 years. We amplify our mission by providing equitable access to heartfelt, compassionate care through our providers and community partners.



other than English

Our Patients Come First

Enhancing Quality Care

TrueCare continually strives to raise the bar on providing exceptional care to our patients, going above and beyond what's expected from a community health center.



Behavioral Health

Depression screenings & follow-up increased 32% as TrueCare providers engaged in consistent mental wellness checks during patient visits, and offered assistance when symptoms were identified.



HIV Screenings

HIV screenings increased 27%, allowing TrueCare patients to improve and lengthen their quality of life by receiving early treatment that easily controls the virus.



Cancer Prevention

Colorectal cancer screenings increased by 5% in 2021 as TrueCare prioritized early detection in the battle against a cancer that's the second leading cause of death in the U.S.



OB / GYN

94% of babies born at TrueCare had a healthy birth weight, exceeding national and state benchmarks!

TrueCare teams encouraged patients to prioritize preventive services that were delayed due to the pandemic. We also integrated depression screenings at patient visits and connected those in need with our resources and services.

Dr. Marie Russell, TrueCare CMO/COO



Building on a Solid Financial Foundation

When lives are on the line, operational budgets get squeezed... and so do the heartstrings.

At TrueCare, our financial management stands on solid ground.

In 2021, we were proud that we were able to:

- Waive telehealth visit fees for our self-paying patients, reducing barriers to care
- Invest in updated equipment to provide quality care to patients
- Provide appropriate and meaningful compensation to our courageous providers and staff





Operational Budget



Generosity in Action

We are humbled and deeply grateful to partner with each of the following organizations. They, and many others, make it possible for us to continue transforming and sustaining our healthcare services for those who need them most.



The Conrad Prebys Foundation

A generous matching grant from The Conrad Prebys Foundation helped support the operating expenses of our mobile medical/dental programs, allowing us to continue serving hard-to-reach populations throughout North County.



Delta Dental Community Care Foundation

The Delta Dental Community Care Foundation awarded TrueCare a grant to purchase critically needed dental equipment and supplies, thereby ensuring lack of finances are not a barrier to care for any of our patients.



Rest Haven Children's Health Fund

A grant from the Rest Haven Children's Health Fund played a vital role in supporting the operating costs of our exciting new clinic partnership with Casa de Amparo in San Marcos.



The San Diego Foundation

The San Diego Foundation awarded TrueCare a grant to provide Child Tax Credit outreach and education to help ensure equitable access to the benefit in 2021.

Providing COVID-19 Support with Heart

As a trusted resource for the community, TrueCare's part in the fight against the pandemic was paramount in closing the gap on health disparities.

Recognizing that COVID-19 vaccination rates in parts of North County were as low as 43%, compared to 90% for all of San Diego, TrueCare mobilized its resources to increase vaccine efforts.

Focusing on Hispanic/Latinx populations in Oceanside, San Marcos, and Escondido, a targeted campaign was initiated by our Community Outreach Team in a grassroots endeavor to address COVID-19 questions and concerns in these neighborhoods.



Elevating Efforts Through Community Partners

Community partners joined forces with TrueCare to augment our efforts to reach to those most in need, resulting in collaborative events and initiatives with North County Lifeline, local schools, community-based after-school programs, and more.

50+

TrueCare community partners engaged in COVID-19-related efforts





"We are so grateful to the community partners like TrueCare who have joined us to offer valuable services and information to local families."

Cathy Baur, President & CEO at the Boys & Girls Club of San Marcos



Reshaping How We Deliver Care

TrueCare was founded to reduce socioeconomic barriers to care and decrease health disparities by providing access to much-needed clinical services. It all began over 50 years ago with a humble RV, and our evolution from those origins informs our progress today.

Going Mobile

As the COVID-19 pandemic continued to reshape the healthcare landscape, we identified the need to meet our patients where they are to provide the care our communities need. In June of 2021, TrueCare launched a new 40-foot mobile unit built to offer medical, dental, and other treatments. This unit allows us to serve those seeking care who are hard to reach due to lack of transportation or labor commitments with an emphasis on veterans, homeless, and agricultural workers.

The mobile unit allows us to continue to build community connections, like our partnership with MAAC Headstart. Their programs ready children for success in school while helping families meet their early childhood education, health, nutrition, and social service needs in North San Diego County.

Without TrueCare, MAAC Headstart children might otherwise go without the early detection treatment that a dental exam offers. It also helps the parent/ guardian understand good habits for long term health, which in turn reduces the number of days that their child misses school.

"The mobile dental services TrueCare has provided for our MAAC Child Development Program have been invaluable. Many of our 12-month-old babies and toddlers received their first dental exams thanks to TrueCare."

Rebecca Kirkpatrick MAAC's Health and Nutrition Manager



Dental Care on the Go

Driven Toward Change

Mission-driven to deliver the highest level of service, Dr. Matthew Meador exemplifies the TrueCare dental team's passion and commitment. He became a dentist to combine his love for science, art, and creativity, aspiring to make his patients feel safe and comfortable through individually tailored patient care.

Dr. Meador joined the TrueCare family in 2016, and brings 10 years of dental experience to our team. He is excited to work on the mobile unit and provide much-needed care to migrant seasonal farmworkers, homeless individuals, veterans, low-income families, and other underserved populations.

44

I've seen first-hand the impact our mobile unit can have. We go into communities that have a hard time getting to our sites, making dental appointments easier for our patients.

Dr. Matthew Meador Dentist, TrueCare tru care

"Taking my daughter to see Dr. Curley was a no-brainer, because I know she's in good hands. Dr. Curley is more than a doctor; he's family."

Adrian

Cunnecting



Linked Through Generations

As a child, Adrian constantly suffered from rashes and highfevers to the point where his mother called him "niño infermo" (sick boy). Born to Mexican immigrants who suffer from diabetes, his family struggled to afford basic health care needs. Fortunately, that changed once Adrian became a TrueCare patient, where his health was set on a better path.

Adrian had seen several pediatricians at other healthcare organizations. Even though he showed the tell-tale symptoms, those doctors did not test him for Kawasaki syndrome, an inflammatory disease affecting 20,000 people a year – until he met TrueCare pediatrician, Dr. Edward Curley.

Dr. Curley diagnosed Adrian and immediately put him on a treatment regimen. Although the diagnosis frightened him at age 10, he looks back on that time with fondness, reflecting on the level of care he was given and the confidence he gained in the healthcare system. Not only did Adrian overcome his illness, his lifestyle was transformed.

"I landed in the best arms," Adrian says of TrueCare. Now 26, he is thankful to be thriving, and strives to become the best father he can be for his one-yearold daughter. Adrian has since outgrown pediatric services, but his daughter and younger brother are Dr. Curley's patients.

"Taking my daughter to see Dr. Curley was a no-brainer, because I know she's in good hands," says Adrian. "Dr. Curley is more than a doctor; he's family."

Due to his employer-sponsored health insurance, Adrian now receives his health care services elsewhere. Yet, Dr. Curley still touches base with him during checkups with his daughter. Meanwhile, Adrian's parents have also remained with TrueCare.

"Even though Dr. Curley is not my doctor anymore," Adrian recalls warmly, "he still is, in a way. He always checks up on me. He truly cares."

It is this type of dedication that has kept Adrian a life-long TrueCare supporter. His family is one of many multi-generational TrueCare patients who have been empowered to live healthier lives regardless of their insurance status or ability to pay.

"Thanks to TrueCare and Dr. Curley, I **am still alive.**"

Adrian

TrueCare is the only Community Health Center in San Diego County using Epic MyChart, a software system used by some of the world's best and largest healthcare organizations.





"If I forget something about my son's visit, I can easily check or view the provider's notes after they enter them. I can also easily check to see if he is missing any immunizations." Teresa, TrueCare patient

Putting Healthcare in **Patients' Hands**

Enabling Our Patients

At TrueCare, we empower our patients with innovative technology. One such solution was the launch of Epic MyChart, our new patient portal.

MyChart revolutionizes the ways in which patients manage their health and paves the way for our patients to reap the benefits of an electronic portal. With this digital system, patients have the power to manage their health at their fingertips.

With MyChart Patients Can:

- Message their provider to get fast answers to non-urgent questions
- Directly schedule appointments at your convenience
- View test results as soon as they are available
- Request prescription refills instead of waiting on hold
- Manage care for their loved ones to ensure they get the care they need
- See reminders for preventative wellness to lead a healthier life
- And much more

Connecting and Engaging

TrueCare's MyChart Support Center has been a tremendous asset to overcoming the digital literacy gap among our patients. We have not only seen reduced wait times and phone calls, but patients have become more involved in their health.

"



MyChart is great because it helps patients and parents become more engaged with their healthcare journey.

Dr. Chanelle Calhoun Clinical Director of Pediatrics. TrueCare

From age 13, children can create their own MyChart account, teaching them the importance of prioritizing selfcare, an invaluable skill to carry into adulthood. Many teenagers help their parents with their MyChart accounts, diminishing the generational divide.

Innovations during a time filled with so much uncertainty have given us hope for a progressive future. We are part of the solution!



Supporting a Lifetime of Wellness

Receiving appropriate nutrition in the early stages of life lays the groundwork for lasting wellness. The WIC program helps pregnant women, new moms, young children, and caregivers build this foundation by providing education and assistance towards healthy eating, breastfeeding, nutrition, and overall wellness, and provides access to healthy food.



TrueCare WIC Growth in 2021

In 2021, TrueCare WIC surpassed state-driven goals by embedding WIC staff in our six health center locations. The program offered virtual services, reaching most of our WIC families by phone and online.

With the pandemic lingering on and inflation reaching record-breaking highs, WIC enrollment at TrueCare grew significantly, underscoring the need for this program. Experts expect this trend to continue, and TrueCare WIC is here for them.



Average Monthly WIC Participation

Overcoming Mastitis: One Patient's WIC Experience

When Kassandra Garcia began experiencing mastitis symptoms from breastfeeding her 5-month old baby, she turned to our WIC program for support. Breastfeeding advice and support was provided, resulting in a return to healthy breastfeeding.

Kassandra credits WIC for helping her get through the difficult experience.

"My breastfeeding became easier and I became more confident in the possibility of breastfeeding my baby for as long as I wanted." Kassandra Garcia WIC participant

"It's very beneficial. While food allotments might seem like a small thing for others, for us it helps throughout the week. Our agricultural workers can save about \$120 dollars each month because of TrueCare."

Leonardo Saul Porras, Supervisor at Altman Plants

Feeding Our Community

Eliminating the Burden of Choosing Between Food and Medical Care

We know that access to nutritious food is vital to our patients' health. TrueCare's devoted Outreach Team, in partnership with Feeding San Diego, distributes thousands of pounds of food to families and agriculture workers in North San Diego County every year. This partnership provides important support for vulnerable families in our community struggling to cope with the soaring cost of meat and produce. These food allocations help families save money and prioritize health.

IN 2021

Total households served: **11,480** Total pounds of food served: **446,321** Total individuals served: **27,281**





Grassroots efforts can change he world.

2021 TrueCare Youth Advocacy Program At a Glance

23 Peer Advocates

260 Estimated Youth Reached 12 Substance Use Prevention Projects

Empowering Our Youth and Transforming Our Future

Through a grant-funded program under the Sierra Health Foundation's Elevate Youth California initiative, TrueCare established our Youth Advocacy Program. The goal: develop youth leadership through the implementation of an advocacy project to prevent substance use disorders in our communities.

Cultivating Advocates

Youth groups in Carlsbad, Oceanside, and Perris have accomplished incredible outreach among their peers, including a "I Choose not to Use" scavenger hunt at Oceanside High School, participation in the County Live Well virtual conference on teen mental health, and a Red Ribbon Week informational booth at Perris High School.

In 2022, TrueCare will expand this program, giving more young students access to the support they need to overcome substance and alcohol use disorders from people they will listen to – their peers.

"

I have lost many family members to substance abuse, especially alcoholism. I've seen what drugs and alcohol can do, not only to an individual, but an entire family. For this reason, I want to help others realize there are better ways of coping with stress and sadness than alcohol or drugs.

TrueCare Peer Advocate Andrea Ortiz Lopez, Oceanside High School

TrueCare's Youth Advocacy Program builds the foundation for the future of our communities. "The virtual classes have given me a sense of peace about our new normal. They put me at ease and give me back some happiness."

Josefina, Senior Support Group member

Revitalizing the Elder Years

Senior wellness involves more than just physical care. According to the Center For Disease Control (CDC), loneliness and social isolation in older adults are serious public health risks. The pandemic only heightened these feelings, exacerbating the need for mental health services for the elderly.

TrueCare offers a social support group for Hispanic adults aged 50 and over to prevent isolation and mental health issues. In 2021, members continued to receive art kits and monthly virtual art therapy sessions that were made possible through a grant from the Samuel H. French and Katherine Weaver French Fund.

TrueCare contracted with Dr. Rosie Rodriguez, Psy.D., from Positive Psychology Inc., to run the virtual classes in Spanish. "Everyone has the potential to grow and realize some form of happiness at any age. This program breaks down barriers to adult growth and self-realization." - Dr. Rosie Rodriguez



PACE Helps Older Adults Thrive

To serve older adults with greater care needs, we proudly participate in San Diego PACE (Program of All-inclusive Care for the Elderly). This Medicare and Medicaid program allows eligible older adults to access comprehensive health care while maintaining their independence. Through a combination of in-home care services and transportation to adult day centers, PACE members receive medical attention, therapy, and social services outside of a long-term care facility.

With so many positive aspects to this comprehensive program, TrueCare is excited to participate and offer this service to our patients.



Serving San Diego Seniors for Almost 7 Years

San Diego PACE opened in April 2015, and currently operates four facilities in San Diego County.



"We are very proud of our collaboration with San Diego PACE because it allows patients to keep their primary care provider here at TrueCare. This is important for continuity of care."

Dr. Denise Gomez Associate Medical Director, TrueCare





Workforce Wellness

Belonging is Everything

Equity and inclusion must start within. This understanding has been the foundation of TrueCare's culture that celebrates diversity and uplifts the voices of our staff. Amidst industry-wide burnout in the healthcare field, we recognize the need to strengthen these efforts.

"It's the commitment to our patients and connection with our team that drives satisfaction in the workplace."



TrueCare's Mimi Mateo, CDE, CNM, MSN, Director of Wellness & Diversity

TrueCare formed a diverse Wellness Committee that is dedicated to strengthening the mental health resilience of our workforce. The team links staff to resources for implementing self-care strategies.

By strengthening our workforce, we all benefit from healthier communities.



"Illness doesn't discriminate.We give access to everybody so they can be taken care of."

> Jacqueline McWhorter Lead Medical Receptionist 17 years at TrueCare

TrueCare's Roots Run Deep

tealth inside

E

There is no greater sign of appreciation than when patients we serve join our staff. Jacqueline McWhorter first started taking her children to TrueCare in 1994. A few years later, she also became one of our patients. In 2005, after one of her daughters was diagnosed with ADHD by Dr. Emerito Posadas, she decided her love of TrueCare was a sign that her calling was in healthcare.

Jacqueline started her career on our mobile unit, providing care to agricultural workers at local farms and nurseries. Over the past 17 years, she has continued to serve our community in various positions. Today, she is one of our Lead Medical Receptionists at San Marcos Family Medicine.

New San Marcos QuickCare Rendering

Opening 2022



WELCOME IN

"TrueCare has been instrumental in the City of Perris over the last five years. I look forward to continuing to be a champion for them and ensure we are meeting the needs of our community."

Congressman Mark Takano, 41st District

Moving Forward with a **Clear Vision**

ruecare

New Locations

Through continued partnerships within our region and support from our elected officials, we continue to work together to develop an equitable approach to providing health care for everyone.

TrueCare is dedicated to expanding our footprint to ensure patients have convenient access to much-needed medical services where and when they need it. We are excited to announce we will be opening a **new QuickCare site** and **adding mobile wellness units by the end of 2022!**

Commitment to Riverside County

As part of our commitment to serving our Riverside County, we've implemented a growth plan to meet patient demands beyond our Perris health center. Through this multi-pronged approach, we will explore new partnerships with other health care providers, community-based organizations, elected officials, schools, and more.



Fulfilling our Promise of Hope

The need continues:



Nearly **1 million** individuals access care at a community health center in San Diego and Riverside Counties



31% of San Diego residents are food insecure;22% are children



21% of Riverside residents report they can't pay for basic needs

ttealth Inside. Welcome In.

Investing in Our Future

An investment in health is an investment in our community.

Help People Like Paige

Paige is a single mother, working hard to raise her newborn son, but couldn't afford medical insurance. Then her baby got sick. "He completely broke out in red dots everywhere. I had no idea what I was going to do."

Luckily, Paige found TrueCare, and her son was able to get treatment. "TrueCare gave me the assurance I needed that he was going to be okay. Thank you so much for taking such great care of us."

Your contributions to our mission ensure that mothers like Paige have access to comprehensive medical services.

To get involved and support our work, please visit **truecare.org** or scan the QR code.



"TrueCare gave me the assurance I needed that he was going to be okay." Paige and Warren



iruecare[™]

TrueCare Carlsbad 1295 Carlsbad Village Drive, Suite 100 Carlsbad, CA 92008

TrueCare Encinitas 1130 2nd Street Encinitas, CA 92024

TrueCare La Mision 3220 Mission Avenue, Unit 1 Oceanside, CA 92058

TrueCare Mission Mesa Pediatrics 2210 Mesa Drive, Suite 300 Oceanside, CA 92054

TrueCare Mission Mesa Women's Health 2210 Mesa Drive, Suite 5 Oceanside, CA 92054

TrueCare Oceanside Dental 2216 El Camino Real, Suites 121 – 122 Oceanside, CA 92054

11 locations ready to serve our communities. Health inside. Welcome in.

TrueCare Oceanside 605 Crouch Street Oceanside, CA 92054

TrueCare Oceanside Specialty 619 Crouch Street, Suite 100 Oceanside, CA 92054

TrueCare Perris 1675 N Perris Blvd., Suite G1 Perris, CA 92571

TrueCare Ramona 220 Rotanzi Street Ramona, CA 92065

TrueCare San Marcos 150 Valpreda Road San Marcos, CA 92069

Coming Soon! TrueCare San Marcos QuickCare

1595 Grand Avenue San Marcos, CA 92078



ttealth inside. Welcome in. Salud adentro. Bienvenido.





11 convenient locations in North County San Diego and Riverside County



truecare.org