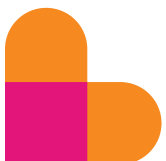


2022

ANNUAL REPORT

A Heart for Health.

Changing lives.
Leading with care.



Health inside. Welcome in.
truecare™



Our Mission

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

Our Vision

TrueCare will be the premier health care 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



TRUECARE HEALTH CENTERS

TrueCare Carlsbad

1295 Carlsbad Village Drive, Suite 100
Carlsbad, CA 92008

TrueCare Encinitas

1130 2nd Street
Encinitas, CA 92024

TrueCare La Mission

3220 Mission Avenue, Unit 1
Oceanside, CA 92058

TrueCare and Lennar Foundation Health Center at Casa de Amparo

325 Buena Creek Road
San Marcos, CA 92069

TrueCare Mission Mesa Pediatrics

2210 Mesa Drive, Suite 300
Oceanside, CA 92054

TrueCare Mission Mesa Pediatric Dental - NEW!

2210 Mesa Drive, Suite 100
Oceanside, CA 92054

TrueCare Mission Mesa Women's Health

2210 Mesa Drive, Suite 5
Oceanside, CA 92054

TrueCare Oceanside

605 Crouch Street
Oceanside, CA 92054

TrueCare Oceanside Dental

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

TrueCare Oceanside Specialty

619 Crouch Street, Suite 100
Oceanside, CA 92054

TrueCare Older Adult Health Center - NEW!

1595 Grand Avenue, Suite 100
San Marcos, CA 92078

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

TrueCare West San Marcos QuickCare

1595 Grand Avenue, Suite 106
San Marcos, CA 92078

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

TRUECARE WIC OFFICES

TrueCare Encinitas WIC Office

1130 2nd Street
Encinitas, CA 92024

TrueCare Escondido WIC Office

649 West Mission Avenue, Suite 7
Escondido, CA 92025

TrueCare Oceanside WIC (Mission Mesa) Office

2210 Mesa Drive, Suite 100
Oceanside, CA 92054

TrueCare Ramona WIC Office

220 Rotanzi Street
Ramona, CA 92065

TrueCare San Marcos WIC Office

150 Valpreda Road, Suite 102
San Marcos, CA 92069

TrueCare Valley Center WIC Office

28246 Lilac Road
Valley Center, CA 92082





Purpose.
People.
Progress.



A MESSAGE FROM
OUR PRESIDENT & CEO

Touching Hearts Across our Communities



When TrueCare started with a modest mobile clinic in 1973, our founders established a vision – to bring health care to those in need where they are. Our origin story comes full circle in our work today as we continue that pioneering mission of changing lives throughout North San Diego and Riverside Counties.

Although times have changed, we have not detoured from the course set decades ago at TrueCare. With a dedicated team, we remain focused on addressing the human side of health care with a compassionate and culturally sensitive approach. This past year we increased access for more people by adding two mobile units, opening two new health center locations, and implementing crucial programs that provide much-needed resources to our communities. In 2022, we provided comprehensive and coordinated community health services to nearly 93,000 individuals, serving more than 60,000 patients directly, rendering more than 300,000 direct care visits. Proudly, that's just a sample of what we accomplished.

I invite you to learn more about our impact on the following pages. As you read, remember that providing health care for diverse communities is complex, but at its core, it's about caring for human beings. So often our patients and team members are a reflection of one another; naturally, our concern for the well-being of everyone extends to our TrueCare staff who work tirelessly to be the safety net for our communities but also deserve support for their own wellness.

Looking ahead, we will continue to expand and create broader access to care with a human touch. We will do it by opening a specialized older adult care center, adding another mobile unit to reach those experiencing homelessness, and increasing the capacity for women's health, pediatric, dental and specialty services.

I hope that the passion and commitment that radiates from the inside out at TrueCare creates a personal experience for everyone who comes to us. We are proud that the services and care that we provide help people in our communities live healthier, better and loner lives. Please join us by spreading the word about our work and strengthening the idea that started TrueCare over 50 years ago – health care with heart.

Sincerely,

Michelle D. Gonzalez, MPA

President and CEO, TrueCare

A MESSAGE FROM
OUR BOARD CHAIR

Heartfelt Leadership

At TrueCare, we continue to uphold our commitment to find innovative and compelling solutions to support our patients. From our new partnerships, we have expanded our reach to individuals experiencing homelessness and have placed a focus on the youth mental health crisis. TrueCare strongly demonstrates how we care about our patients, our staff and the communities we serve every day.

On behalf of myself and my fellow board members, we are proud to share 2022 was yet another successful year for TrueCare. We have experienced and witnessed how organizations dealt with ongoing health care needs in the face of evolving COVID-19 variants, surging respiratory illnesses and staffing shortages. Through it all, TrueCare has continued to increase patient access and expand services in our communities.

We know health care will continue to evolve and challenges will always be part of our continued success. Despite this, TrueCare will always remain committed to expanding services and partnerships to create more substantial health care resources in our region. TrueCare is known for our dedication to delivering uncompromising quality health care to our surrounding communities. We maintain our unwavering dedication to service as we look ahead towards our future.

Sincerely,

Russell Riehl, MHA

TrueCare Board Chair

Vice President | Operations Support Services,
Palomar Health



Organization Awards & Recognitions

**Breastfeeding Friendly
Workplace Award**

San Diego County
Breastfeeding Coalition

**City of Perris Business
of the Year Award**

City of Perris

**Community Partner
of the Year**

Boys & Girls Club
of San Marcos



2022 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

Anthony White, VP of Government & Community Affairs

Brandon Turner, VP of Finance & Revenue Cycle

Cathy Sakansky, VP of Quality, Risk & 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

Dr. Jorge Otañez, Associate Chief Medical Officer

Matthew Kosel, VP of Clinical Informatics

2022 Board of Directors

This team of passionate Board members, of which **55%** 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 Huertero, Ex-Officio

Adriana Andrés-Paulson

Craig Jung

Desmond Young

Donald Stump

Jay Timacdog

Karen Pearson

Maria Elena Orozco

Walt Steffen

Purpose



PATIENT STATS

Supporting Our Diverse Patient Populations

Our mission is realized through the patient experience. We make everyone feel welcome, treat them with dignity, and serve in culturally appropriate ways.



64%

patients enrolled in Medi-Cal

21%

patients uninsured

67%

patients of racial or ethnic minority

94%

patients below the 200% Federal Poverty Line



3,960

agricultural workers

69,413

pediatric visits,
17% increase from 2021

1,885

veterans

40%

served in a language other than English



Dr. Sebiane with Evelyn

“ I've been coming to TrueCare since I was born. I have great memories with my sisters coming to the doctor's office and going to the dentist.”

Evelyn, 17, TrueCare Patient

CLINICAL QUALITY

A Heart for Everything We Do

TrueCare focuses on providing quality, evidence-based care to all patients. This includes building great relationships with our patients and always listening with heart.



Dental

Our **dental sealant rate for children improved by 43%**. Sealants are proven to provide cavity prevention.



Cancer Prevention

Colorectal cancer screenings increased by 14.84% as TrueCare continued to prioritize early detection in the battle against a cancer that is the second leading cause of cancer-related deaths in the U.S.



Behavioral Health

Recognizing the interrelated nature of physical and mental health, we continued to prioritize **depression screenings and ended the year at 75.28%**.



OB/GYN

Our **low birth weight rate** has continued to improve over the last three years. In 2022, our rate was **5.87%**, which continues to be below the state average of 7.34%, as well as the nationwide rate of 8.2%.



Our care teams focused on providing preventative wellness through encouraging regular exams, cancer screenings, immunizations, and addressing other health care gaps. Prevention starts in the community, and we are excited to have brought additional care and health education directly to those in need."

Dr. Marie Russell, TrueCare CMO/COO

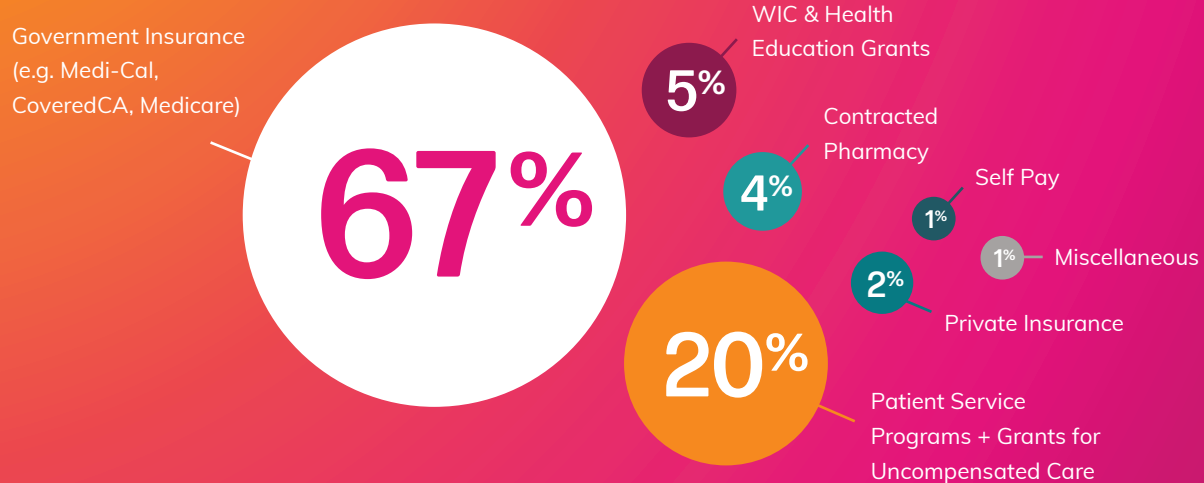
FINANCIALS

A **Strong** Foothold for Serving Our Communities

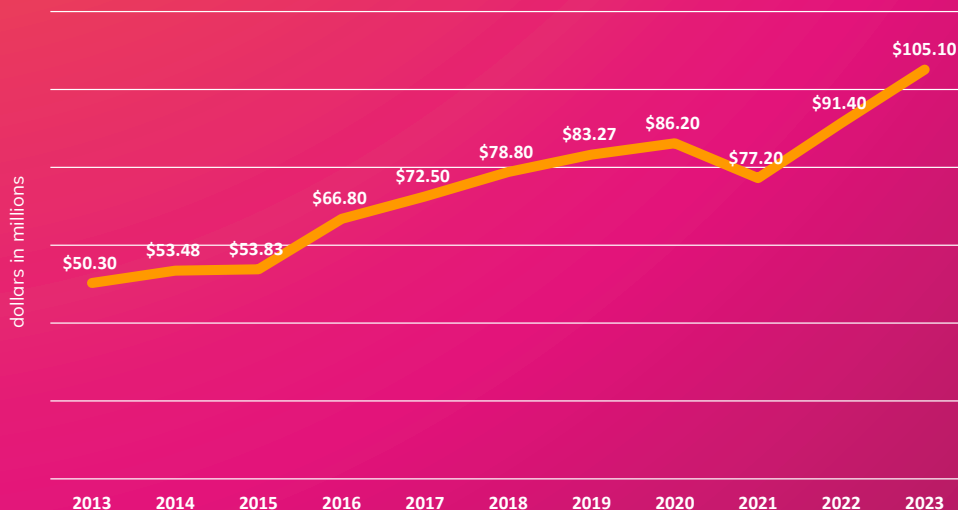
When we operate with financial soundness, we do our part to bridge the gaps in the health care system to make sure those who need us most receive the heartfelt care they deserve. There are real people behind our numbers. With a solid balance sheet, we are proud to create a foundation for serving.

In 2022, TrueCare invested **\$3.5 million** in pay increases for over 400 team members.

Revenue



Operational Budget





Dr. Michael Krapes, PsyD
high fives a patient during
an appointment.

YOUTH BEHAVIORAL HEALTH

Rising to the Challenge with Heart

The youth behavioral health crisis has risen to alarming rates, and our need to respond has never been more critical. At “TrueImpact: Finding a Way Forward for our Youth,” our community address in October 2022, we gathered with partners and supporters to dive deeper into understanding the situation.

Our keynote speaker, Dr. Benjamin Maxwell of Rady Children's Hospital in San Diego, presented staggering statistics that represent the suffering of children and young adults. This is no surprise, as we realize our patients need extra help, with many living on the edge of poverty and struggling to meet basic human needs.

We strengthened our integrated behavioral health (IBH) program to provide a much-needed bridge between physical and mental care and implemented several programs in the community to address this issue.

“The integration of behavioral health services at health centers is making a difference,” noted Maxwell. “Research demonstrates the difference that early intervention can accomplish.”

Today's youth are experiencing exponential mental health challenges due to the convergence of several factors. But, together, we can all play a part in helping the next generation thrive.



1 in 7

kids aged 10-19
experience a
mental disorder
(depression, anxiety, and/or
behavioral disorders)



Over

15%

of U.S. youth
live with **major
depression**



31%

of California youth
have **suicidal
thoughts**



“

“Now I think that mental health is a lot more important compared to before I came to Puzzling Minds.”

Evie, Puzzling Minds participant

Puzzlin Mind

YOUTH BEHAVIORAL HEALTH

A Place for **Everyone** to Improve and Grow

Puzzling Minds, our newest community-based education program, successfully launched in 2022 in both San Diego and Riverside Counties. The evidence-based program evolved out of need, based on what our providers were seeing in the clinics.

Jefferson Middle School in Oceanside immediately joined us as a partner site for this program. Jacqueline Martinez, M.Ed., Community School Coordinator for Oceanside Unified School District, says,

“ By educating youth on different behavioral health topics and teaching them coping mechanisms and practical skills, Puzzling Minds has helped to reduce the stigma surrounding mental health and make it easier for students to access the support when they need it.”



Puzzling Minds consists of a 6-week clinically proven curriculum that provides prevention strategies for students, families, and school staff. It offers behavioral health resources to help enrich students' lives and is designed to educate youth on internal and external behavioral health topics.

Programs like Puzzling Minds exemplify the power of intervention by bringing awareness of treatable behavior and conditions to students, friend groups, parents, and teachers. By introducing the extensive resources that TrueCare offers, we make progress in achieving equitable access to behavioral health care for everyone. In 2023, we look forward to expanding our partnerships and program sessions to reach more youth and alter the course of mental health for the next generation.

Left: Jefferson Middle School students participate in a Puzzling Minds activity. Right: Jefferson Middle School Puzzling Minds participants





Dr. Nath with patient at new
West San Marcos QuickCare

EXPANDING ACCESS

A Heart to Serve **More**

In addition to our two new mobile units, we opened a QuickCare clinic in West San Marcos offering same-day appointments. We are proud to have this newest extension of our service offerings remove the typically stressful urgent care experience. Patients with non-emergency health issues now have a convenient option for quality, heartfelt care.

Also, in 2022 we expanded our women's health services through a new partnership with Valley Radiology and Alinea that enabled our clinics to have onsite mammograms.

“With all that TrueCare is doing, it's very exciting to see all the access to health care for our residents, making San Marcos a growing hub for keeping everyone healthy.”

Rebecca Jones, Mayor of San Marcos



25,130

patient visits at
QuickCare locations



1,300

on-site mammograms
performed in 2022

Bringing Care to those **Most in Need**

Our ongoing efforts to respond to the needs of our communities were realized with the opening of a mini-clinic on the Casa de Amparo campus, a safe haven for girls ages 12 to 18 years who have been traumatized by or at risk of child abuse or neglect. The TrueCare & Lennar Health Center at Casa de Amparo puts our medical staff on-site, bringing compassionate, sensitive care to these young women with unique and complicated backgrounds.

“**Having the medical center on our campus allows clinical staff to build trusting relationships with the residents to help them heal and move forward in their lives.”**
Michael Barnett, Chief Executive Officer
of Casa de Amparo



Casa de
Amparo

Through valued collaborations, we can enhance our preventative care model to make a bigger impact and ensure better health outcomes.



TrueCare and Lennar Foundation Health Center at Casa de Amparo Ribbon Cutting. From left to right: San Marcos Mayor Rebecca Jones, Casa de Amparo CEO Michael Barnett, Lennar San Diego Division President Ryan Green, TrueCare President and CEO Michelle D. Gonzalez, San Diego County Supervisor Jim Desmond

A heart for health.



“

“It feels like we are part of a family. When I walk into the clinic, I know everyone, and everyone knows us.”

Reiheneh, TrueCare Patient



People



PATIENT STORY

A Heart for Seniors

Reiheneh, who cares for her elderly mother, Monireh, was devastated when her mother was diagnosed with stage II bladder cancer. Being the only daughter, Reiheneh and her mom have always been very close; they do everything together.

After moving to Ramona, Reiheneh and her family started looking for a new health care provider and saw the TrueCare clinic sign. From their first visit, they were immediately impressed by the care and attention they received from Dr. Lysa Ho and the TrueCare staff. "It feels like we are part of a family. When I walk into the clinic, I know everyone, and everyone knows us," Reiheneh says. "They have multiple services in one place, so we don't have to go anywhere else." Reiheneh's brother and two nephews have become patients at TrueCare as well.

Reiheneh and her family feel supported and cared for throughout the ups and downs of Monireh's treatment. "It's very hard to watch them get older," Reiheneh notes. "You want your mom to always stay the same as you remember her, strong and healthy." Reiheneh credits the conversations she has with Dr. Ho for making her feel more confident in her ability to care for her mother and helping to ease her burden as a caregiver. "It's been difficult for both of us, but my mom has gotten much better."

With the TrueCare team to depend on, Reiheneh is able to provide the love and support that her mother needs. "I'm happy that I have my kids around me," Monireh relates. "I have a TrueCare clinic near me, I have my doctors, and I'm happy to be here."



I swear it felt like an angel was talking to me. I couldn't believe how sensitive she was and how well she listened."

Karen, TrueCare patient of Alissa Macias, FNP-BC



She makes me feel joy. She makes me relaxed. She makes me feel like I belong here. And she's going to take whatever time is necessary to solve whatever issue I've got going on."

Jerry, TrueCare patient



It is truly an honor and privilege to care for our patients. Although we are doctors, we are still only humans, but our patient interactions and encounters allay our doubts and set us on a purposeful path."

Dr. Rachel Lum Ho, MD, MPH



A New Experience in Community Health

Technology has reshaped how patients receive care and transformed the health care landscape. By leveraging technology, we can address care gaps, personalize support, and improve patient monitoring, reducing costs while improving patient satisfaction and health outcomes.

TrueCare is continually optimizing its digital health model. From phone visits to MyChart, patients have several new tools to manage their care plan and access their health information electronically.

Last year, we enhanced the virtual health experience by adding texting capabilities between providers and patients. We also improved our video visit platform for easier connectivity. As we embrace technology as part of our care provision, our steps forward will remain focused on empowering our patients and creating greater access to affordable, timely, and high-quality care.



330%

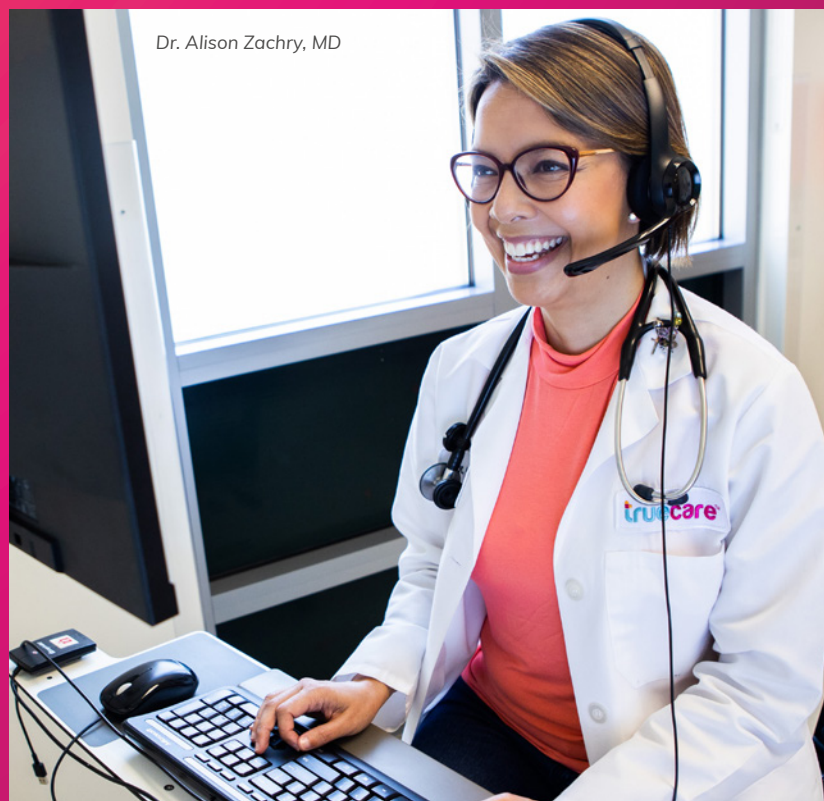
increase in video visits
after new technology
platform implemented

54%

of patients seen in
December 2022
were **activated on**
MyChart, TrueCare's
patient portal

59,241

advice messages sent
between providers and
patients



Dr. Alison Zachry, MD

A Heart for Families

TrueCare offers six convenient Women, Infant and Children (WIC) locations staffed by friendly, skilled professionals who specialize in the unique health care needs of mothers and their babies. Through WIC, we fulfill an important preventative health goal by assisting eligible pregnant and postpartum women as well as young children.

When we integrated our WIC staff within our Women's Health and Pediatric departments, we did it to more closely connect with the population we aim to support. This past year saw an increase in enrollment during the crucial early days of pregnancy **with 44% of WIC participants enrolled in the first trimester, up from 35% in 2021.**

TrueCare's WIC program includes robust breastfeeding support in alignment with the American Academy of Pediatrics (AAP) that encourages moms to breastfeed their infants through age 2 and beyond.

For moms choosing alternate feeding choices, our WIC team also went above and beyond during the 2022 formula shortage by volunteering with the state to be a distributor. This was especially important for families needing therapeutic formulas for premature infants, newborns experiencing medical or nutritional problems, or babies with allergies.

Making a Difference in 2022

14,685

low-income
individuals served

105%

of state-allocated WIC
case load goals met



Over **1,910 cans**
of baby formula
distributed to
WIC moms during
formula shortage



Hosted Milk Drive with
UC Health Milk Bank,
yielding **7,229 ounces**
of donated breast milk



Proud Moment Alert!

TrueCare received a **Breastfeeding Friendly Workplace Award** from the San Diego County Breastfeeding Coalition for excellence in providing lactation support to our employees. We were recognized for implementing and growing tangible lactation support initiatives companywide!



Jessica Becker, MA providing
Charity care on a Mobile Wellness
Unit at Brother Benno's.

IN THE COMMUNITY

Side by Side with our Communities

TrueCare's commitment to helping people in our diverse communities goes beyond just patient services. Our community services and programs assist individuals and families with insurance enrollment, food, rental assistance, and much more. For us, community engagement means we are actively building partnerships, connections, and awareness to reach those most in need.

Our community engagement team fulfills an abundance of roles. A snapshot of their activity includes:



Educational activities at community events in San Diego and Riverside counties, providing informational health materials and connecting community members to TrueCare resources.



Pop-up vaccination clinics at local nurseries that bring clinic services to our agricultural workers and eliminate transportation barriers.



Hosting regular food distributions in San Marcos and Oceanside with our partner Feeding San Diego, providing **424,005 lbs of food** to our communities.



Running a Youth Advocacy Program at high schools, for developing peer advocates who are dedicated to creating and implementing substance use prevention projects in their communities.



Engaging our older adult population in new ways through our Golden Years social support group for our Hispanic older adults.

Beyond the Exam Room

TrueCare's mobile services bring high-quality medical and dental care closer to everyone in our communities.

Our newest 36-foot, state-of-the-art mobile health unit provides a wide range of care, including medical exams, physicals, women's health services, behavioral health services, dental exams, minor dental procedures, chiropractic treatment, immunizations, and more.

Access to quality care has long been a challenge for people struggling to get by, especially those experiencing homelessness. TrueCare's new mobile unit debuted in 2022 at Brother Benno's in Oceanside and has been delivering medical and dental care weekly. The local nonprofit provides essential aid to struggling families and individuals experiencing homelessness, among other services. The partnership marks the first mobile clinic collaboration that Brother Benno's has had in its 40-year history.

With an expanded fleet, TrueCare can reach at least 3,500 additional people annually through mobile services. Working with our community partners throughout the San Diego and Riverside Counties, we will continue to bring mobile services to those in need, where they need them, which ultimately helps to eliminate barriers to heartfelt care within our diverse communities.



Our guests can now have their essential health care needs met right where they are thanks to the new TrueCare mobile clinic,"

Dennis Pinnick, a member of the Outreach Services Team for The Brother Benno Foundation.

Below: TrueCare Mobile Wellness at Brother Benno's in Oceanside.
Right: Britnee, patient of TrueCare Mobile Wellness services.



EMPLOYEE WELLNESS

We Stand Together

Establishing a sense of belonging is crucial to helping TrueCare staff feel seen and valued regardless of background. At TrueCare, we provide a safe place for voices to be heard and amplified throughout our company culture.

TrueCare's Wellness and DEI Committee was formed in 2021 following a period of social unrest in our country. Under the guidance of Mimi Mateo, our Director of Employee Wellness and Diversity, Equity & Inclusion, the committee immediately leveled up on the organization's promise of life-work balance.



If people feel like they belong, they are well at work," Mimi says. "That is the bridge that brings wellness and DEI initiatives together at TrueCare."

80%

2022 Provider
Retention Rate

Over the past year, 35% of TrueCare's workforce engaged in wellness, and DEI initiatives and we're only just getting started.

TrueCare hopes to engage over 400 colleagues by the first half of 2023. Mimi notes, "If you don't start with self-care, you won't be able to help anyone else. And everyone benefits - especially the patients."



The TrueCare Glow: A Heart for Connecting with Patients

At TrueCare, we're family. Everyone contributes, and we work to ensure organizational decisions align with the needs and values of our employees. Our teams know that without each other, people living on society's margins would have nowhere else to turn. In our efforts to be the most welcoming beacon of hope for those in need, we know the glow must start from within. And just like our patients deserve the best shot at life, so do our staff.

From his first day on the job at TrueCare, Associate Chief Medical Officer Dr. Jorge Otañez felt excited to be part of an organization where "health care with a heart" is deeply ingrained in the culture.

"I wanted to work at a community health center that offered a familial environment and the opportunity to grow my career," says Dr. Otañez. "What got me excited was the passion providers and staff have for their work. We treat our patients like we would want our family to be treated, and we treat each other with reverence – knowing everyone plays a role.

"The fact that we have a director of Wellness and Diversity, Equity & Inclusion caught my attention," he adds. "**Wellness is very important for medical staff who give so much of themselves.** Having someone here whose job is to ensure employees are doing well is different and unique to TrueCare. If we're not well, we can't take good care of patients or provide good customer service."

The gratitude among TrueCare staff is palpable. "We can't exist without each other, and I can see the appreciation in how everyone works together," Otañez notes. And that's the TrueCare Glow!



Moving Forward with Intention

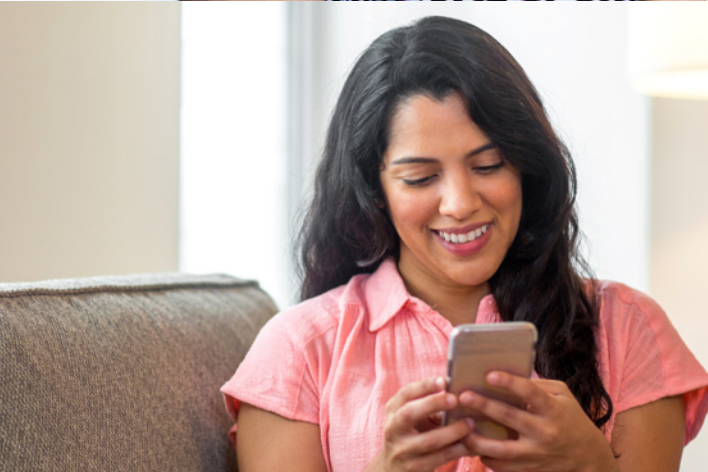
Looking ahead, TrueCare knows it takes a strong vision, deep focus, and adaptable responsiveness to continue caring for the vulnerable populations we serve. Using innovative ideas and tools, we will continue broadening health care access.

In 2023, we will steadfastly work to accomplish the following and so much more:

- Expanding **senior care services** at our Older Adult Health Center in West San Marcos
- Enhancing **pediatric dental services** available in Oceanside
- Adding a **fourth mobile unit** to our fleet, extending access to those facing barriers
- Implementing easier **electronic check-in** processes and providing one-on-one on-site **digital assistance** to improve digital literacy
- Expanding **online scheduling** to include more service lines
- Collaborating with **local hospitals** to improve treatment outcomes for patients struggling to manage **behavioral health issues**
- Breaking ground in **new locations**

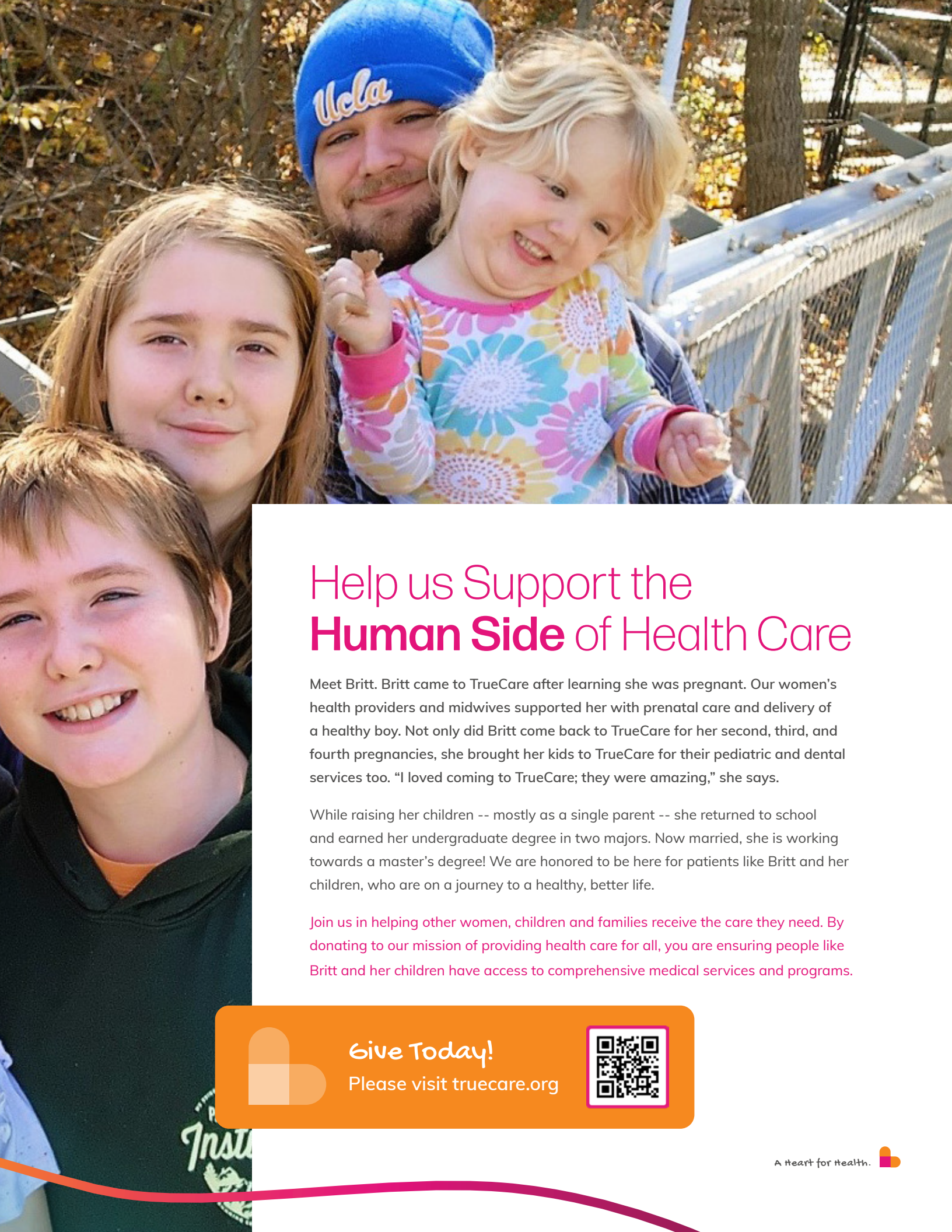
Progress







Britt and her family



Help us Support the **Human Side** of Health Care

Meet Britt. Britt came to TrueCare after learning she was pregnant. Our women's health providers and midwives supported her with prenatal care and delivery of a healthy boy. Not only did Britt come back to TrueCare for her second, third, and fourth pregnancies, she brought her kids to TrueCare for their pediatric and dental services too. "I loved coming to TrueCare; they were amazing," she says.

While raising her children -- mostly as a single parent -- she returned to school and earned her undergraduate degree in two majors. Now married, she is working towards a master's degree! We are honored to be here for patients like Britt and her children, who are on a journey to a healthy, better life.

Join us in helping other women, children and families receive the care they need. By donating to our mission of providing health care for all, you are ensuring people like Britt and her children have access to comprehensive medical services and programs.



Give Today!

Please visit truecare.org





We believe in the **human side**
of health care.



A heart for health