



# The **COURAGE**



Breaking barriers with empathy,  
one conversation at a time.

**2025** ANNUAL REPORT



# True strength is found in **shared purpose**

Dear Friends and Partners,

**In times of uncertainty, courage becomes visible.**

This year, the health care landscape continued to shift in ways that tested patients, providers, and communities alike. Rising costs, workforce shortages, transportation barriers, and competing family responsibilities made accessing care more complicated. Yet even amid these pressures, something more powerful persisted: a shared commitment to health, dignity, and hope.

**For our patients, courage meant showing up.**

It meant taking time off work to attend an appointment, navigating new systems, and seeking care despite financial strain or fear. Every visit represented a decision to prioritize well-being.

**Because of that courage, healing happened.**

This year, nearly 70,000 lives were touched by our care, with patient visits rising 10% to nearly 400,000. We screened thousands for chronic conditions, connected families to vital support services, and expanded access across three new health centers. Health screenings rose, and MyChart utilization reached 62% — well above the 50% national benchmark.

Behind every number is a story — a child receiving preventive care, a parent managing diabetes, a senior finding relief from chronic pain, a neighbor accessing behavioral health support for the first time.

**Community Health Centers are uniquely designed for moments like these.**

We are community-governed, locally rooted, and built on the belief that health care is not a privilege, but a foundation for opportunity. TrueCare remains committed to providing care regardless of insurance status or ability to pay. We integrate primary care, behavioral health, dental, and support services because we understand that true healing addresses the whole person.

Our staff demonstrated extraordinary commitment this year. In the face of workforce shortages and increasing demand, they continued to deliver high-quality, compassionate care. Their resilience and professionalism ensured that our doors — and our hearts — remained open.

As we look ahead, we remain steadfast in our mission: to expand access, strengthen partnerships, and ensure that every person in our community has the opportunity to live a healthy life.

**Together, we will continue to turn courage into care, and care into healing.**

**Michelle D. Gonzalez, MPA**  
President and CEO, 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

the

MISSION 

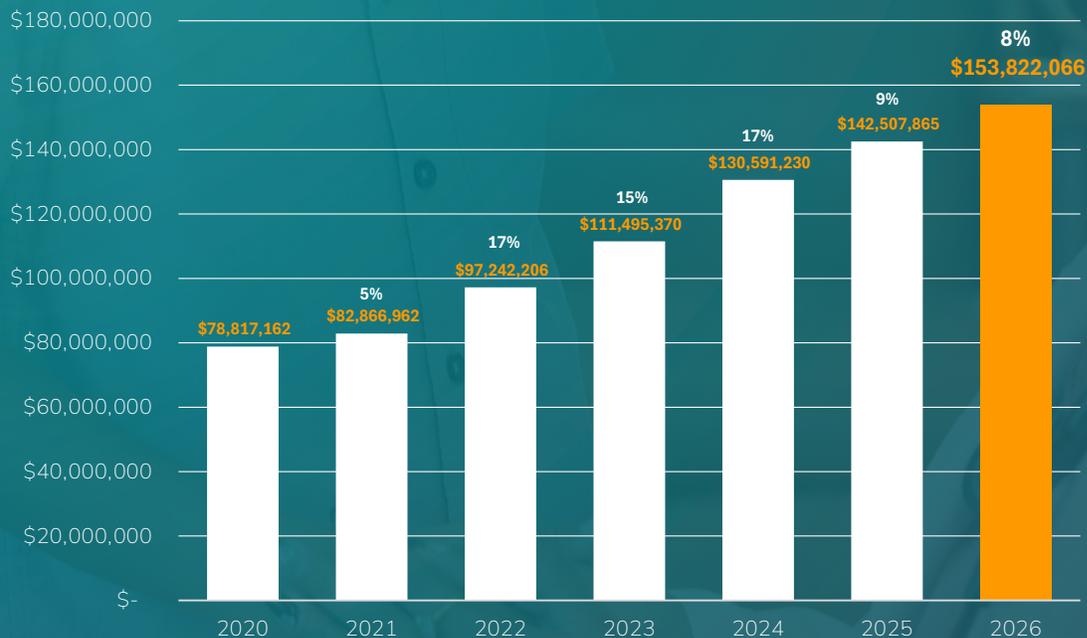
# About

# TrueCare



For over 50 years, TrueCare's unwavering commitment to patients, their families and our communities has led to the delivery of superior and compassionate health care to nearly 70,000 individuals each year, regardless of insurance or income status. As a nonprofit community health center, TrueCare is proud to continue increasing accessibility and reducing barriers to quality care.

## Revenue and Growth 2020-2026



## Services

- Primary Care
- Pediatrics
- Women's Health
- QuickCare
- Dental
- Acupuncture
- Behavioral Health
- Cardiology
- Chiropractic
- HIV/AIDS Case Management
- Lab & X-ray
- Mobile Wellness Units
- Pharmacy
- Podiatry
- Enrollment Assistance
- Transportation
- Virtual Health
- Women, Infant and Children (WIC) Program

Learn more at [truecare.org](https://truecare.org)



27 locations ready to serve our communities.

Health inside. Welcome in.

TRUECARE HEALTH CENTERS

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

TrueCare Encinitas
1130 2nd Street
Encinitas, CA

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

NEW!
TrueCare Casa de Amparo Oceanside
Oceanside, CA

TrueCare Casa de Amparo San Marcos
San Marcos, CA

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

TrueCare Mission Mesa Pediatric Dental
2210 Mesa Drive, Suite 100
Oceanside, CA

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

TrueCare Oceanside
605 Crouch Street, Building C
Oceanside, CA

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

TrueCare Older Adult Health Center
1595 Grand Avenue, Suite 100
San Marcos, CA

TrueCare Perris
1675 N Perris Boulevard, Suite G1
Perris, CA

TrueCare Ramona
220 Rotanzi Street
Ramona, CA

NEW!
TrueCare Rancho Santa Fe QuickCare
295 S Rancho Santa Fe Road
San Marcos, CA

NEW!
TrueCare Richmar Behavioral Health
309 Richmar Avenue, Suite 101
San Marcos, CA

TrueCare San Marcos
150 Valpreda Road
San Marcos, CA

TrueCare Vista Way Acupuncture & Chiropractic
3998 Vista Way, Suite G
Oceanside, CA

NEW!
TrueCare Vista Way Dental
3998 Vista Way, Suite C
Oceanside, CA

TrueCare Vista Way Primary Care - Adults
3998 Vista Way, Suite 204
Oceanside, CA

NEW!
TrueCare Vista Way Primary Care
3998 Vista Way, Suite 202
Oceanside, CA

NEW!
TrueCare Vista Way QuickCare
3998 Vista Way, Suite 200
Oceanside, CA

TrueCare West San Marcos Family Medicine
1595 Grand Avenue, Suite 106
San Marcos, CA

TRUECARE WIC OFFICES

TrueCare Encinitas WIC Office
1130 2nd Street
Encinitas, CA

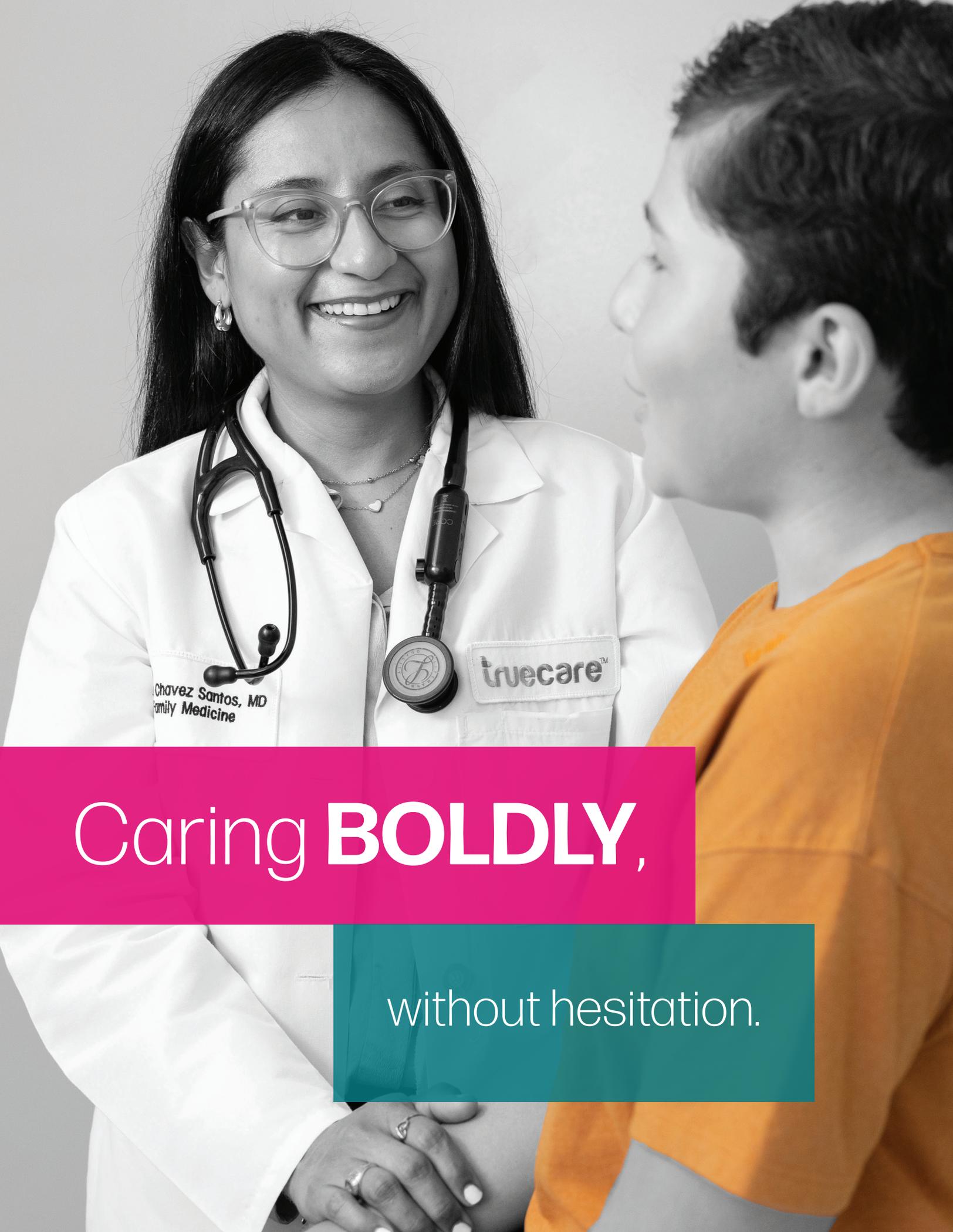
TrueCare Escondido WIC Office
649 West Mission Avenue, Suite 7
Escondido, CA

TrueCare Oceanside WIC (Mission Mesa) Office
2210 Mesa Drive, Suite 100
Oceanside, CA

TrueCare Ramona WIC Office
220 Rotanzi Street
Ramona, CA

TrueCare San Marcos WIC Office
150 Valpreda Road, Suite 102
San Marcos, CA



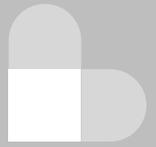


Chavez Santos, MD  
Family Medicine

truecare™

Caring **BOLDLY,**

without hesitation.



A MESSAGE FROM OUR BOARD CHAIR

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“

TrueCare has remained steadfast in expanding access to health care for everyone. Across every department and site, our team members continue to show up for our patients, meeting people where they are and offering not only clinical services, but compassion, consistency, and hope. Through everyday acts of care and dedication, our teams have helped individuals and families find encouragement and support.”

**Dr. Phil Yphantides**  
TrueCare Board Chair  
Chief Medical Officer,  
Palomar Health Medical Group



Dr. Maria Chavez Santos  
and patient David

## 2025 EXECUTIVES & SENIOR LEADERS

The Courage to Care begins with a strategic vision, led by TrueCare's Executive and Senior Leadership teams, ensuring that every patient feels safe, welcomed, and at home during each visit.

### Chief Executive Team



**Michelle D. Gonzalez**  
President and CEO



**Dr. Marie Russell**  
Chief Medical Officer



**Andrea Lewiston**  
Chief Human  
Resources Officer



**Tracy Elmer**  
Chief Innovation  
Officer



**Briana Cardoza**  
Chief Business  
Development Officer



**Cheryl Petersen Pine**  
Chief Financial Officer



**Christina New**  
Chief Operations  
Officer

### Senior Leadership Team

Anthony White, VP of Government & Community Affairs

Ben Whitehill, VP of Information Technology

Dee Elliot, VP of Finance

DeeAnn Green, VP of Operations

Eden Sosa, Corporate Compliance and Contracts Officer

Jennifer Ferrier, VP of Growth

Dr. Jorge Otañez, Associate Chief Medical Officer

Lance Evans, Public Information and Philanthropy Officer

Matthew Kosel, VP of Clinical Informatics

Victoria Kuebler, Sr Director, HR Administration & Operations

shared

PURPOSE



# 2025 BOARD OF DIRECTORS

TrueCare’s shared purpose of expanded health care for all is guided by our Board of Directors—community volunteers, 55 percent of whom are TrueCare patients.



**Dr. Phil Yphantides**  
Chair



**Andrés Ramos Martin**  
Vice-Chair



**Dulce Benetti**  
Secretary



**Desmond Young**  
Treasurer



**Carmen Huertero**  
Ex-Officio



**Adriana  
Andrés-Paulson**



**Dr. Amrik Johal**



**Beatriz Palmer**



**Craig Jung**



**Frances Cortez**



**Jay Timacdog**



**Karen Pearson**



**Katie Ramos**



**Kevin Shin**



**Dr. Patricia  
Prado-Olmos**



**Tess Sangster**



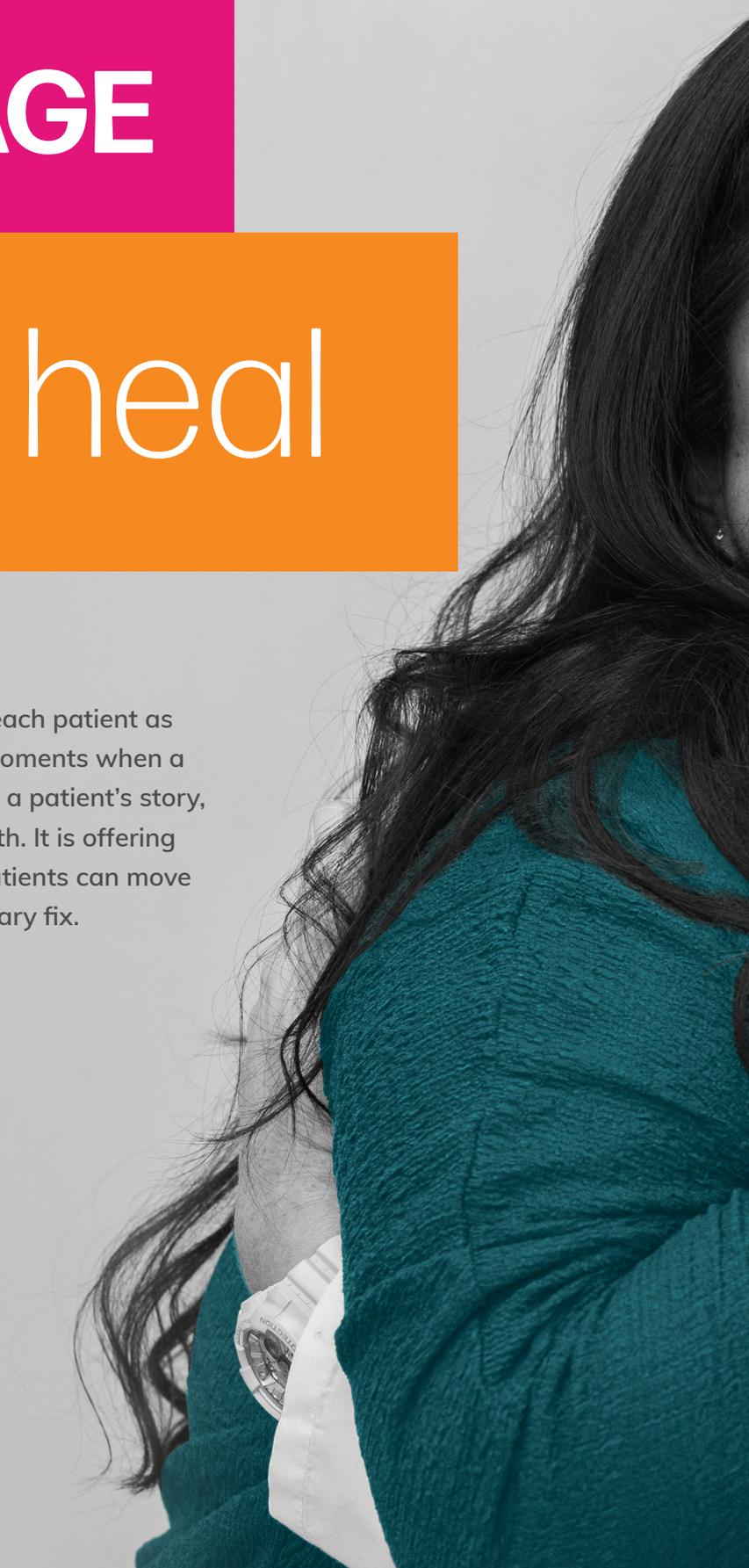
**Walt Steffen**

# The **COURAGE**

# to heal

**The Courage to Heal** begins with seeing each patient as a whole person. It shows up in the quiet moments when a provider slows down to listen and connect a patient's story, stress, nutrition, and daily life to their health. It is offering guidance, tools, and encouragement so patients can move toward lasting wellness, not just a temporary fix.

Jody Reifenberger, PA-C and  
patient Sandra







# The Reach of Our Courageous Care

Every number represents a neighbor, a family, and a story. In 2025, TrueCare continued expanding access to care across our communities, combining compassionate clinical services with prevention and support that meet people where they are.



Nearly **70,000** lives impacted through nearly **400,000** visits



**69%**

patients enrolled in Medi-Cal

**12%**

patients uninsured

**95%**

patients below the 200% Federal Poverty Line (known income)



**87,639**

virtual health visits

**70%**

MyChart activation rate



**8,299**

patients experiencing homelessness



# 2025 Highlights

High-quality care is built on prevention and follow-up. Early screenings and consistent well-child care help families stay healthy and catch concerns sooner.



## Cervical cancer screening

**78%** of eligible patients received recommended cervical cancer screening, based on age-appropriate screening guidelines for patients ages 21-64, which is well above the national average of 55.8% from HRSA Health Centers.



## Well-child visits (0-15 months)

**77%** of children turning 15 months old completed six or more well-child visits during the measurement period, 18% more than the Medicaid/CHIP Core Set median of 59.0%



## Well-child visits (15-30 months)

**84%** of children turning 30 months old completed two or more well-child visits between 15 and 30 months, greatly surpassing the national HRSA Health Center average of 63.5%.



## Breast cancer screening

**67%** of eligible patients ages 50-74 received a mammogram within the past two years, compared to only 53.96% nationally based on HRSA Health Center data.

Benchmarks shown are national peer comparisons (HRSA Health Center UDS for cancer screening; Medicaid/CHIP Core Set for well-child). Please note: benchmark measures may use slightly different age ranges and represent different patient populations.

“Whole-person care means ensuring patients receive comprehensive, coordinated support at every stage of life. We are proud to have built a patient-centered medical home – a trusted place where individuals and families can seek preventive care, not just treatment as they manage their ongoing wellness.”

Dr. Marie Russell, Chief Medical Officer



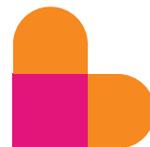
PATIENT STORY

“ She gave me  
hope when I  
needed it most.

– Flor Zamora

HEAL





# Courage to Uplift

For Flor Zamora, welcoming her daughter Tia into the world came after years of loss and uncertainty. After experiencing five miscarriages, Flor never expected to have another child. When Tia was born by emergency C-section, Flor was quickly faced with devastating news. Doctors discovered that Tia had a cleft palate and a heart defect, and she was immediately transferred to the Neonatal Intensive Care Unit (NICU).

Tia spent eight days in the NICU, where she required intensive support, including the placement of a feeding tube. At one point, Flor was told by a genetics specialist that her daughter might not live past her first year. Though frightened, Flor chose to hold on to hope.

During this overwhelming time, Flor found steady support at TrueCare through Dr. Carolyn Quintero. When Flor brought her son in for a routine visit, Dr. Quintero stepped in to check on Tia as well, even when the hospital had insisted that only specialists could see her. From respiratory care to skin health, Dr. Quintero was attentive to every detail and helped coordinate in-home nursing support

when Flor's hospital was unable to assist.

Just as meaningful was the encouragement Flor received at every visit. Dr. Quintero celebrated Tia's progress, reminding Flor that her daughter was a healthy, happy baby and a miracle. As a bilingual provider, she offered comfort during difficult days by speaking Spanish, helping Flor feel fully understood and supported.



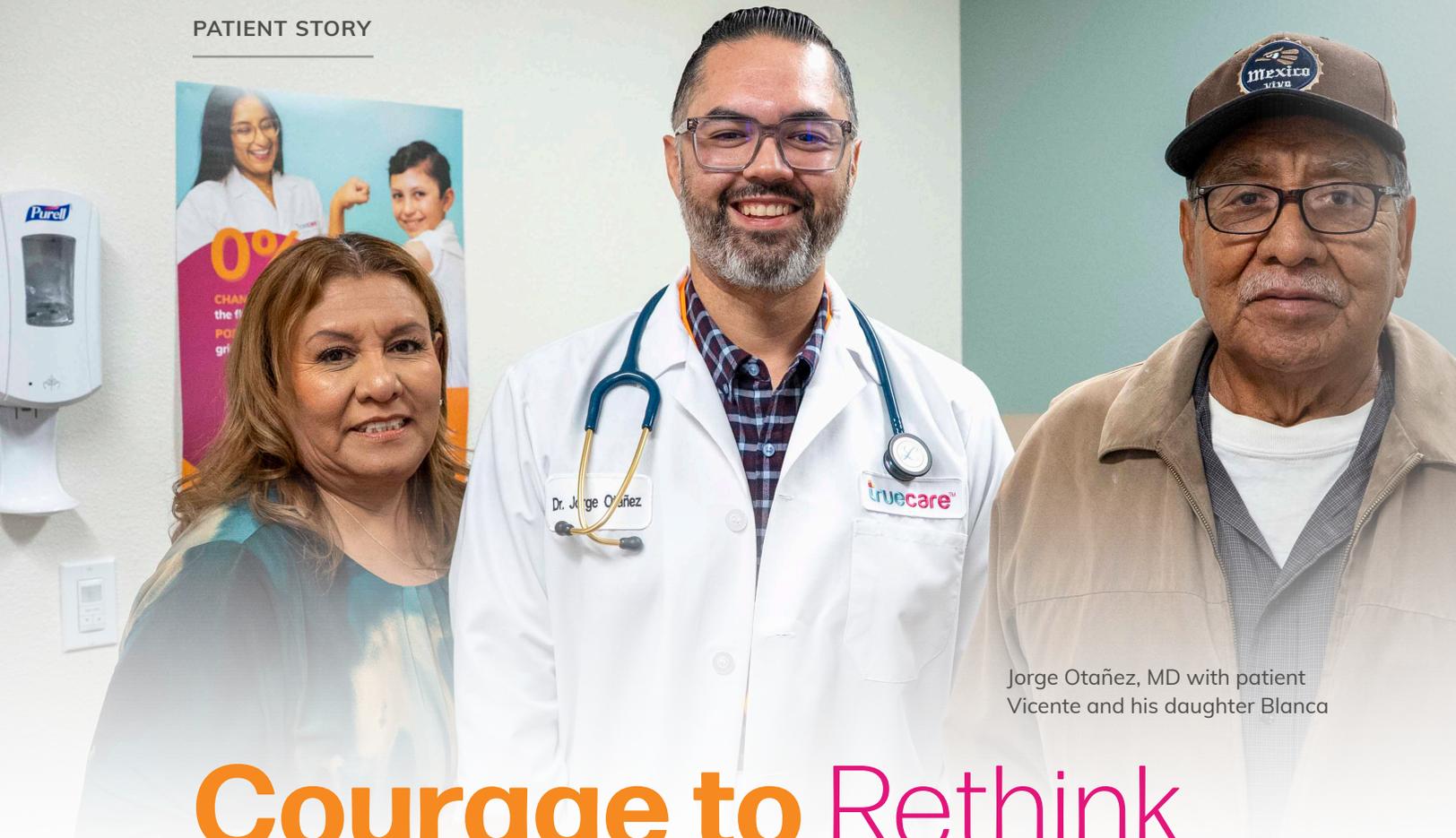
Carolyn Quintero, MD

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**“Dr. Quintero did more than care for Tia's health. She gave me reassurance, encouragement, and hope when I needed it most.” – Flor Zamora**

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Flor is profoundly thankful for the care and community support she has received from TrueCare, including food distribution and family-friendly activities that help relieve stress and bring happiness. To Flor, a beautiful life for Tia means good health, open communication, inclusion, and joy. Thanks to TrueCare's support, she has hope for the future.



Jorge Otañez, MD with patient Vicente and his daughter Blanca

# Courage to Rethink Food is Medicine

At TrueCare, whole-person care means treating more than symptoms—it means empowering patients with the tools, knowledge, and support they need to transform their health. In 2025, our **Food is Medicine** initiative continued to advance this mission by offering medically tailored meals, produce prescriptions, and hands-on culinary education to patients navigating complex chronic conditions.

Leading this work is Dr. Jorge Otañez, TrueCare’s Associate Chief Medical Officer, who reminds us that nutrition is one of the most powerful interventions available:

“We know from countless studies that eating more fruits, vegetables, and whole, plant-based foods can improve chronic conditions, prevent new health problems, and sometimes even help them disappear,” Dr. Otañez said. “There is growing evidence that healthy eating—paired with exercise, mindfulness, and social support—can prevent disease, reverse complications, and dramatically improve quality of life.”

This year, 75-year-old patient Vicente Guzman became a profound example of what the program can achieve. Vicente had been seeing Dr. Otañez for two years and initially arrived with rapidly declining kidney function, diabetes, high blood pressure, and significant weight concerns. His

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What happens within the four walls of the clinic is only part of the equation.

Dr. Jorgez Otañez

health was deteriorating to the point where dialysis or a transplant was becoming likely.

After enrolling in the Food is Medicine program’s medically tailored meals pilot, Vicente’s health improved significantly. Test results showed stabilized kidney function, notable weight loss, and reduced blood sugar levels. His nephrologist recognized clear progress, and Vicente felt healthier and more energetic. The 12 weeks of customized meals—guided by Mama’s Kitchen dietitians—led to measurable improvements in his chronic conditions.

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With tears in his eyes, Vicente shared his gratitude, thanking God and Dr. Otañez for the relief and second chance at life he received. “Tenía muchas enfermedades. Me he recuperado bastante,” Vicente said.

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Stories like Vicente’s reinforce Dr. Otañez’s belief in expanding access to lifestyle-based care. “Building a true community of care means recognizing that while we are health care experts, our impact grows when we partner

with the community,” he said. “What happens within the four walls of the clinic is only part of the equation. With support from health educators, nutritionists, nurses, and our full care team, we can go further—especially as we expand into lifestyle-focused programs that help patients make lasting change.”

As part of TrueCare’s **TrueWellness** model—which integrates movement, nutrition, and community connection—Food is Medicine represents the future of health care: innovative partnerships, culturally-rooted education, and a commitment to helping every patient find the courage to care for their whole health and truly thrive.

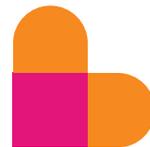


HEALTH

“ There is always a level of courage required to advocate for your mental health.

– Dr. Leon Altamirano





# Courage to Care

## for Yourself, Too

When Dr. Leon Altamirano and his team at TrueCare recognized mounting anxiety among patients in early 2025, they acted. The threat of new barriers to care created fear in patients' daily lives. After witnessing the trauma of the COVID-19 pandemic, Dr. Altamirano knew resources alone were insufficient. The community needed skills, support, and a safe space to manage stress.

Working with fellow TrueHeroes Ana Yela Castillo, Behavioral Health Consultant, and Stephanie Marquez, the team first imagined a traditional therapy group.

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“There is always a level of courage required to advocate for your mental health,” Dr. Altamirano said. “But now our patients are facing even greater challenges—wondering how to show up as themselves and still feel safe in a medical home that has traditionally been a place of hope and healing.”

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Instead of a therapy group, the team created an interactive stress-management class that

allowed participants to learn coping skills without the pressure to share personal details.

The team curated resources and developed materials that reflected therapeutic best practices: worksheets designed by and for mental health professionals, yet accessible to patients for immediate use. The final workbook balanced clinical rigor with usability.

The stress management classes produced meaningful outcomes: participants reported feeling more confident handling daily anxiety, using coping skills introduced in class, and experiencing fewer barriers to accessing help. Dr. Altamirano and his team enabled the community to build practical resilience by making the class accessible and providing clear support. The message was clear: We see your struggle, we understand your fears, and we're here to help you cope with what lies ahead.



Leon Altamirano, PsyD





# The **COURAGE**

# to innovate

**The Courage to Innovate** is stopping to listen to how patients move through their day and asking how care could fit more easily into their lives. Whether that is finding ways to make access to care simpler, saving a long drive after a hard day, or making it just a little easier not to put off an important appointment, it is about being responsive to needs and proactively bringing care to the people who depend on it most.



Rosalinda Reyes, TrueCare patient



# Courage to Innovate

It's an ambitious new goal—one that even OCHIN, a national nonprofit health IT organization, says exceeds the national average. But the team is confident. For months, they've watched MyChart activation steadily increase. Their efforts are paying off: educating everyone from the CEO to frontline staff, creating staff-facing brochures to guide patient conversations, developing “how-to” video tutorials as quick refreshers, and partnering with marketing experts to build video libraries that help patients continue learning beyond the exam room. The system works, and now it's time to make the big ask.

“Our goal is to increase our MyChart activation rate to **75%**,” said Ana Ramon, Sr. Director of Patient Access Services.

Armed with data, a skilled team, and the support of the entire organization, Ana Ramon and Kelly Brown, Sr. Director of Clinical Informatics & Systems, launched the Patient Engagement and Digital Health collaborative this year.

The goal of the group is simple: **close the digital divide by ensuring that all patients have access to care beyond the exam room.**



**70%**

MyChart activation rate  
for active patients

INNOVATE



Golden Years Program participants learning digital literacy with Community Health Outreach Worker, Miriam Torres

TrueCare delivers on this commitment by ensuring both patients and staff are well-equipped with clear, accessible information about MyChart. Through carefully tailored bilingual resources—including a step-by-step digital library with how-to guides for navigating the platform and in-person lunch-and-learns across our health centers—we make sure patients have what they need to take full control of their health care.

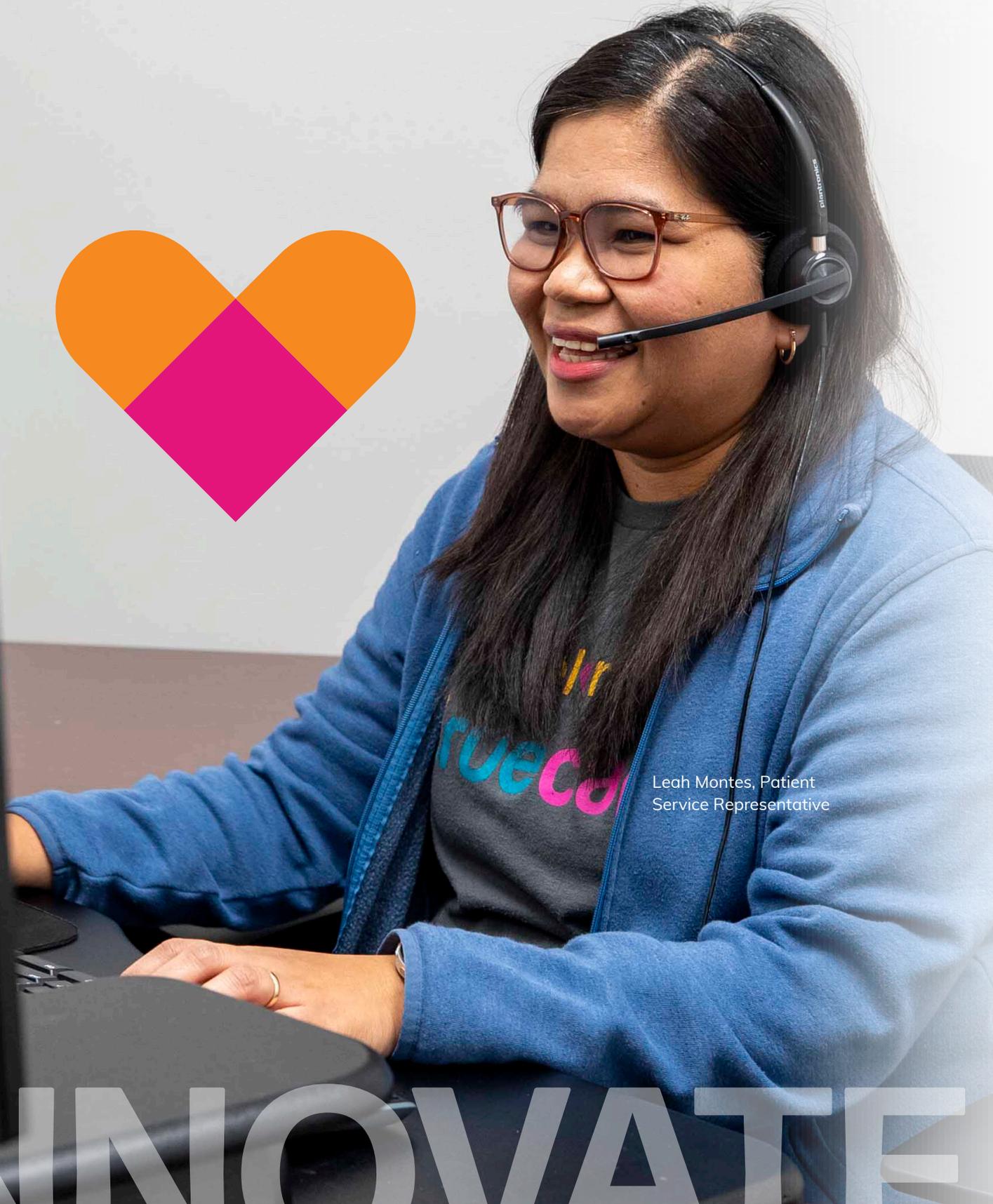
“To be able to do it at your convenience is huge,” Ana said. “I get excited for our patients. They’re learning a new skill set to help manage their health care. Knowing how to be an advocate for your health is important. And if they hit a roadblock, they know we can help walk them through it.”

It’s a long road to 75%, but TrueCare is already surpassing key benchmarks. MyChart activation among TrueCare patients reached **70% by the end of 2025**, with activation rates **peaking at 74% during the year**. As one of the leading organizations in MyChart adoption, TrueCare continues to find new ways to increase awareness, empower patients, and push toward a more connected, accessible future—one courageous step at a time.

“Knowing how to be an advocate for your health is important.”

Ana Ramon, Sr. Director of Patient Access Services





Leah Montes, Patient Service Representative

INNOVATE

# The Courage to Listen

Community health centers are often called patient-centered medical homes for a reason. These are safe spaces—sacred areas that foster relationship-building and active listening. This isn't a one-stop shop for quick fixes. Here, solutions open the door to long-term health and well-being. But it all starts with a listening ear, and an open heart.

This journey begins with a phone call. When a patient calls TrueCare, they are greeted by a warm, patient voice, ready to assist. Since 2023, TrueCare has collected social risk data from patients during these calls, ensuring care goes beyond the standard approach. As we listen, we offer transportation to those concerned about arriving on time, establish food pantry visits to those concerned about food insecurity, schedule appointments with our enrollment team for those who are uninsured, and much more.

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**TrueCare's Call Center and front desk is specially trained to screen for these social determinants of health during initial contact and to document them for providers to enhance patient care. Once a patient enters the exam room, the true magic begins.**

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By leveraging partnerships and AI technology like Abridge,

**ABRIDGE**

TrueCare can build stronger connections and drive cultural change that reshapes how care is delivered. Abridge helps providers in the exam room by managing the administrative work of charting, allowing them to focus entirely on the patient. These innovations define how TrueCare positions itself as an organization that adopts programs and maximizes efforts to improve services for both patients and staff.

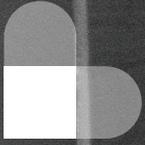


**93%**

EHR National Usability  
and Satisfaction Scores  
in the Country

Being intentional about what we implement—internally and externally—has also strengthened staff satisfaction with our systems. Earlier this year, TrueCare received national usability and satisfaction scores for its Electronic Health Record System, OCHIN EPIC, placing our care teams in the 93rd percentile across the United States.

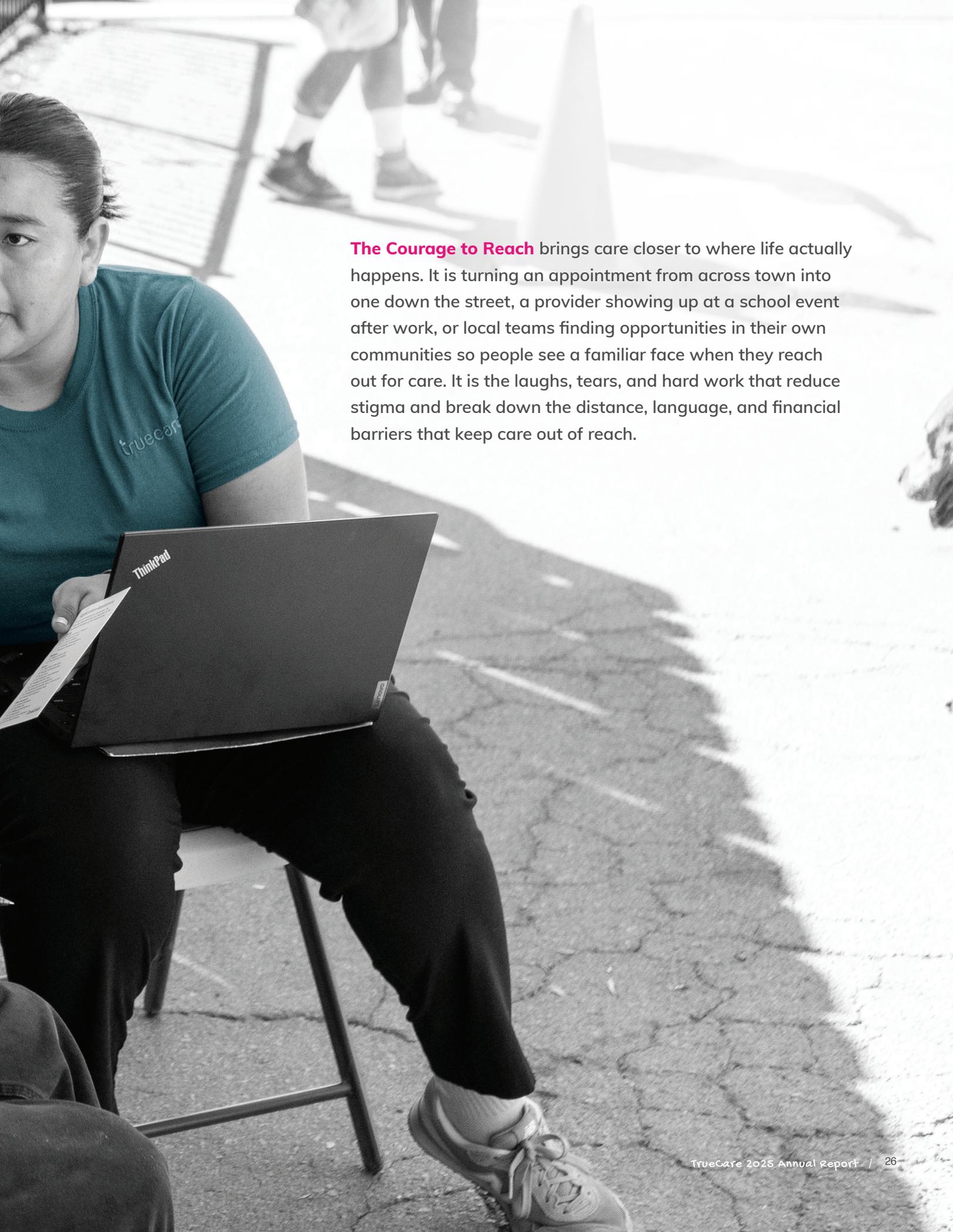
TrueCare continues to keep patients and staff in mind as it integrates secure technology and data-driven decisions.



The **COURAGE**

to reach

Dahlia Chavez, Volunteer & Internship Coordinator  
providing resources at Brother Bennos



**The Courage to Reach** brings care closer to where life actually happens. It is turning an appointment from across town into one down the street, a provider showing up at a school event after work, or local teams finding opportunities in their own communities so people see a familiar face when they reach out for care. It is the laughs, tears, and hard work that reduce stigma and break down the distance, language, and financial barriers that keep care out of reach.

# Courage to Care Beyond the Health Center

For many of our unhoused neighbors, health care feels like something only others access. Without a car, a phone, or a safe place to stay, even getting a prescription can seem unreachable. TrueCare's Street Medicine program was created to change that.

Building on community-based care like school dental programs and mobile vaccinations, TrueCare is advancing Street Medicine—bringing primary care directly to people experiencing homelessness in North County. Each week, teams travel into Encinitas to reach individuals who are often overlooked and meet them where they are.

Led by Associate Chief Medical Officer Dr. Jorge Otañez, the Street Medicine team provides wound care, chronic disease management, infection treatment, and compassionate listening. Care goes beyond the visit: patients can be registered on-site, Medi-Cal verified, labs and referrals ordered, and medications delivered when access is limited. Partnerships with organizations like PATH help ensure continuity of care even when locations change.

As demand grows, TrueCare plans to expand services and locations—reinforcing a clear message: **you matter, you are not forgotten, and care is within reach.**

Nora Garcia, MA, Marta Adame, MA/Peer Support Specialist, Dr. Andrea Daugirdas, Dr. Jorge Otañez, and Ted Manaktala from PATH



## New Programs Launched in 2025



Street Medicine  
Program



Mobile Community  
Vaccination Program



TrueSmiles School  
Dental Program

NEW LOCATIONS

# Expanding Care and Access

Vista Way Opening  
Celebration

TrueCare's unwavering dedication to health equity means creating more access points for our community to thrive and have whole person health care within reach. That commitment was reinforced throughout 2025 with the expansion of TrueCare's services and footprint.

Early in the year, TrueCare expanded QuickCare, opening a new 4,000-square-foot location on Rancho Santa Fe Road in San Marcos offering same-day, non-emergency care with onsite lab and X-ray services. At the same time, the Grand Avenue QuickCare site in San Marcos was repurposed into a Family Medicine health center, providing more patients with a consistent medical home for preventive and long-term care.

In August, TrueCare opened its second largest facility to date, the Vista Way Health Campus in Oceanside. The nearly 37,500-square-foot campus brings primary care, QuickCare, dental, chiropractic, and acupuncture services together in one location to reduce barriers to access. Later in the year, TrueCare further advanced whole person care with the opening of the Richmar Behavioral Health Center in San Marcos, a dedicated space for therapy, medication management, and group services that meets the growing demand for mental health support.



"TrueCare's expansion this year reflects our unwavering commitment to meeting patients where they are and removing barriers to care."

Jennifer Ferrier, VP of Growth



Vista Way Primary Care & QuickCare



Richmar Behavioral Health



Rancho Santa Fe QuickCare



The **COURAGE**

to inspire

**The Courage to Inspire** connects our everyday work with the lifelong impact it has on people's lives. It might be a patient sharing their success, a provider or team member receiving much-deserved recognition, or a partner seeing how their contribution helped expand access to care. It is sharing outcomes and future plans openly, not as a scoreboard, but as a way to honor the people behind every number and energize more people to keep moving toward our shared vision for healthier communities.



# The Courage to Lead

2025 was a transformative year for TrueCare with our CFO, Cheryl Petersen Pine, recognized with the CFO of the Year Award and Chief Executives, Andrea Lewiston, Briana Cardoza, Dr. Marie Russell, and Tracy Elmer, recognized as Women of Influence in Healthcare by the *San Diego Business Journal*. These accolades reflect our executive's meaningful impact on health care and leadership.

At the core of this achievement is an unwavering dedication to TrueCare's mission to deliver quality, compassionate, and culturally-responsive care for every community we serve. Their leadership exemplifies courage, integrity, and an unwavering belief that equitable care changes lives. Through bold decision-making, collaboration, and a peoplefirst approach, they continue to guide TrueCare forward—strengthening communities, uplifting teams, and ensuring that every patient feels seen, heard, and valued.

## Organizational Award Highlights

**Blue Shield of California  
Promise Health Plan**  
Leading the Way Award Honoree

**The Coast News'  
Best of North County**  
Pediatrics & Women's Health

**San Diego Business Journal**  
Nonprofit & Corporate  
Citizenship Award Finalist

## Leadership Award Highlights

**San Diego Business Journal's  
Women of Influence in Healthcare**  
Andrea Lewiston, Briana Cardoza,  
Dr. Marie Russell, Tracy Elmer

**San Diego Business Journal's  
CFO of the Year Award**  
Cheryl Petersen Pine

**Champions for Health  
Champion of the Year Award**  
Dr. Eimaneh Mostofian



Tanya Belanger, CNM; Christina New, Chief Operations Officer; Champions for Health Champion of the Year Award Winner, Dr. Eimaneh Mostofian, OB/GYN; Sara Hada, Senior Director of Operations; and Katie Pressley, Director of Operations



# The Courage to Strengthen Culture

There's a well-organized binder on the table in front of Guillermo 'Memo' Ramirez Figueroa — thoughtfully assembled by TrueCare's Wellness team. Inside are pages of benefits, resources, and reminders designed to support every TrueHero.

For Memo, the binder represents more than information — it represents intention.

As a member of both the TrueBelonging and Wellness teams and a dedicated Wellness Ambassador, Memo regularly shares the many benefits available to staff. From wellness initiatives to professional development opportunities, he ensures team members understand the full scope of support available to them.

"There are so many meaningful benefits available to our teams," Memo said. "Sometimes a simple reminder helps people reconnect with resources that can truly make a difference in their lives."

Wellness Ambassadors play an important role in keeping culture alive and connection within reach across all 27 health centers and WIC locations.

"Wellness and belonging thrive together," said Chief Human Resources Officer Andrea Lewiston. "These aren't just programs. These are the outcomes of feeling connected at work that allows us to be valued and supported while caring for ourselves and one another."



"These aren't just programs. These are the outcomes of feeling connected at work."

Andrea Lewiston,  
Chief Human Resources Officer

## Staff Engagement



**71%**

Wellness Platform  
Engagement

Benchmark is **20%**



**45%**

UHC Wellness Stipend  
Engagement\*

**2%** in 2024



**95%**

Provider  
Retention

**85%** in 2024

\*This program provides direct wellness dollars from UHC to employees, empowering them to invest in activities that support their health and well-being.



truecare  
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The **COURAGE**

to partner

Never Quit  
LI  
YOU ARE NEVER A GUTTER!  
SUPPORT  
let's  
#BeHere Tomo  
The time will pass anyway  
Help me You Matter Really.  
You are loved  
you are accepted  
you are enough  
Life gets better,  
don't give up!  
It's ok not to know  
all the answers, you  
will find your way.  
Life is beautiful  
La Vida Siempre  
Busca la Que  
Everything  
be okay!  
You  
BE GRATEFUL  
you are so intrinsically  
loved!



TrueCare Peer2Peer Program members  
at Palomar College Let's Live Event



**The Courage to Partner** recognizes that we can do more together than we ever could alone. It lives in shared moments: walking through the neighborhood with a provider, finding encouragement in a group of peers growing together, or gathering with others to move a shared mission forward. It is expanding our community by partnering with organizations, schools, faith communities, and local leaders so patients experience a connected network of support that is stronger than the sum of its parts.



# The Courage to Collaborate

The crowd goes wild! It's fun, energetic, thrilling, and pulse-raising. An entire section at Frontwave Arena is fitted in white caps with a bright TrueCare logo across the front. The compassionate raspberry and welcoming teal of our brand colors stand out as 200 TrueHeroes rise to their feet, cheering on our new hometown heroes—the San Diego Clippers.

TrueCare's Business Development Department sees the value in marketing and branding. This is about much more than affixing a logo to a building. After just one visit to the arena, you realize that the same heart and compassion filling the stands are often mirrored across our 27 health centers.

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“What we noticed initially was how closely our demographics aligned,” Business Development Officer Briana Cardoza said. “Frontwave Arena is about much more than games, concerts, and fans—they have a true investment in the lives of North County. We immediately saw the value in building a partnership with a new entity that is destined to become a local staple.”

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Community health centers like TrueCare are rooted in access and convenience. This partnership creates new opportunities for fans to learn about their health and the importance of making primary care part of the conversation. Thriving families = healthy outcomes.

“At TrueCare, we believe in meeting patients where they are,” Briana said. “Whether you're coming to us for a physical, an immunization, or stopping by our mobile clinic parked outside a Clippers game, you can trust that care will always be within reach for you and your family.”



# Courage to Imagine What's Possible



BOYS & GIRLS CLUB  
OF SAN MARCOS

For four years, TrueCare has partnered with the Boys & Girls Club of San Marcos to provide high school students hands-on summer internships through the Career Pathways program. “This program offers teens the opportunity to envision their future, from acquiring professional skills to understanding how their work positively impacts the community,” said Joy Chapman, a Program Facilitator for Career Pathways. “Success is measured by regular attendance, skill growth, students securing internships related to their interests, applying for scholarships, and even returning to their internship sites after college.”

This summer, intern JJ supported TrueCare’s backpack collection effort as it grew from a philanthropy project into a time-sensitive, large-scale push. With community events approaching, JJ helped organize donations, move backpacks between sites and keep the team on track for distribution.

With his support, TrueCare hit its goal, delivering over 1,100 backpacks across multiple locations so more students could start the school year prepared. “I joined Career Pathways to get a better understanding of networking and getting a job,” JJ said. “Being in the marketing department was a very cool experience—I got to talk to a lot of people about their interests while interning. The staff was very supportive and always helped when I was unsure.”



These kinds of opportunities are once-in-a-lifetime for them.”

Joy Chapman, Career Pathways Program Facilitator, Boys & Girls Club of San Marcos



JJ, Alejandra Perez, TrueCare Community Programs Manager, Dahlia Chavez, TrueCare Volunteer & Internship Coordinator, Leonardo, Mark, and Yocelin





# Courage to Make a

# Difference

A heartfelt belief fuels our philanthropy team: everyone deserves access to quality health care, regardless of where they live or what insurance card they hold. For over 50 years, TrueCare has stood by our community, providing compassion and empathy through times of turmoil and triumph.

This belief guides everything our team does. They work tirelessly to raise the vital resources needed to fill the gaps that government funding and insurance contracts cannot cover—ensuring no one falls through the cracks.

## The Difference We Made in 2025

This year, we were humbled by the generosity of our donors, partners, and community supporters. Together, we:



**↑ 37%**  
Employees Giving for 2025 Backpack Campaign



**12%**  
Exceeded our Fundraising Goals from the 2025 Gala



**↑ 20%**  
Increase in Funds Raised for the 2025 Holiday Plushies for Pediatric Patients Campaign



**100+**  
Leaders and Partners attended our Stakeholder Appreciation Mixer



**↑ 37%**  
Employees Giving for 2025



**↑ 15%**  
Donors for 2025

TrueCare patient, Josefina, with her TrueCare holiday plushie



# Moreno Valley Health Center Coming in 2026!

## The Difference **That Drives our Work**

While federal funding for community health centers remains steady, the cost of providing compassionate, comprehensive care continues to rise. We're grateful beyond words for everyone who understands that investing in accessible health care makes us stronger—healthier communities are thriving communities.

## The Difference **We'll Make Together in 2026**

We know the challenges ahead won't disappear, nor will our commitment to growth and expansion. As we move into Moreno Valley in 2026, we will encounter a new community with different challenges, but with the same compassionate care team brave enough to face them. We invite you to join us in this mission. Whether through monthly giving, one-time donations, or simply believing in our vision—your support changes lives every single day.

**Give Today!**

Please visit [truecare.org](https://truecare.org)





*Breaking barriers with empathy, one conversation at a time.*