



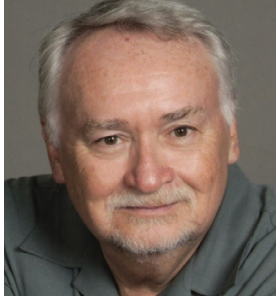
WHERE GOOD HEALTH GROWS

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## FROM THE BOARD CHAIR & CEO



**Chris Aldworth**  
Chair, Board of Directors

**W**e walk through the doors of ParkTree Community Health Center with pride and the knowledge that we are doing our very best to provide the highest quality of primary medical, dental and behavioral health care to people of all ages. It is an honor to serve the communities of the Pomona Valley and Inland Empire. Our health centers increase access to necessary services with the hope that our community's health and well-being will always be strong.



**Dr. David M. Kadar**  
Chief Executive Officer

The pandemic continues to affect our community and the work we do. The year started with great hope and optimism. COVID-19 vaccines were available and ParkTree was ready to provide these immunizations to all eligible individuals. Thousands of people received COVID care (screening, testing, and vaccinations) at ParkTree. While many came for care, like most communities serving the poor and underserved, hesitancy about the vaccine existed. Our staff provided outstanding health education to those we serve to demystify the misinformation about the vaccines and ensured their safety in accordance with sound medical recommendations. ParkTree continues to follow all COVID-19 recommendations in compliance with the California Department of Public Health and other regulatory bodies. Providing safety for our patients and their families as well as for our staff is our number one priority.

With our patients at the forefront of everything we do, ParkTree reached out to all patients to notify them of access to services, offer appointment reminders and provide health education on chronic disease management. We increased access to our services by offering care when appropriate through telehealth. We contacted patients with appointment reminders to ensure appointments were kept and utilized to best serve our patients. Our text messaging campaigns taught patients about medication usage, the impact of lifestyle changes, and the importance of complying with all health recommendations. Every action was conducted to assist our patients and their families achieve optimal health.

With a focus on the future, ParkTree conducted its three-year Strategic Plan (2022–2024) under the facilitation of Ms. Cindi Phallen, President of Create Possibility. We are pleased to share the highlights of our plan with you to learn more about the future of ParkTree.

We are proud to say, ParkTree is “Where Good Health Grows” and on behalf of the patients, staff and Board of Directors, we are proud to present the Annual Report 2021.

**Chris Aldworth**, Chair, Board of Directors  
**Dr. David M. Kadar**, Chief Executive Officer

## OUR MISSION & VISION

**OUR MISSION** ParkTree is here to be the medical home for the underserved in our community by providing high quality preventive and primary care health services.

**OUR VISION** Through our work we envision a future where our community will achieve optimal health and a high quality of life.

**PROMOTING DIVERSITY, INCLUSION AND HEALTH EQUITY FOR ALL** ParkTree Community Health Center provides a welcoming and inclusive healthcare environment for our patients, employees and the community. It is a place where everyone can feel safe and secure knowing that diversity and uniqueness is admired and appreciated. ParkTree's success is due to the variety of backgrounds, experiences, and points of view that our employees bring to the table. We pride ourselves in our efforts to recruit and hire from the local community to better understand and serve our diverse clientele.

We believe in the importance of equity and will continue to provide access and high quality care to all regardless of socioeconomic status, race, ethnicity, language, nationality, sex, gender identity, sexual orientation, religion and age.



**Staff at Archibald Health Center, Donna Siazon, FNP; Debbie Sanchez; Cynthia Gomez; Dr. Lorraine Walker; Maricruz Torres; Lucia Renteria; Carolina Gonzalez and Ojani Oroojian**

## GOING THE EXTRA MILE FOR OUR COMMUNITY

### MEDICAL-DENTAL INTEGRATION— CARING FOR THE WHOLE PERSON

Medical-Dental-Behavioral Health integration is an effort embraced by ParkTree to improve overall health outcomes of the patients we serve. The integration involves all disciplines of care provided at our health center working together to ensure our patients have access to all services when needed either for routine screening purposes and/or for treatment of chronic disease. ParkTree is very proud of a pilot project currently taking place under the leadership of Chief Dental Officer Dr. Enrique Melgoza in collaboration with Ms. Angélica Figueroa, LCSW, Director of Behavioral Health to screen and refer patients receiving care in our dental program with depression. ParkTree's oral health team screens

patients during a dental visit for depression by offering the PHQ-9 screening tool. For those with scores indicating depression, a warm-handoff to a behavioral health staff member is initiated. Many of the patients receiving referrals by this warm handoff process continue to receive ongoing counseling to address the issues confronting them. ParkTree is proud of its medical-dental integration rates, which are higher than the community average. This linkage to care highlights the importance of working together to support our patients and ensure they receive ALL the care they need to live their best lives.

### CONTROLLING HYPERTENSION THROUGH SELF-MEASURED BLOOD PRESSURE

Controlling blood pressure is not always easy! It requires a dedicated team including the patient, their family, clinicians and health educators. Blood pressure control is achieved through diet, exercise and when needed, medications. A new approach to control hypertension is to provide patients with a blood pressure machine for home use. With funding from the Bureau of Primary Health Care, ParkTree was able to provide cellular enabled blood pressure machines to our patients with hypertension. These devices automatically send blood pressure readings to the ParkTree clinical care team. Upon review of the blood pressure reading, the care team provides feedback as necessary for any abnormal

**Dr. Marina Markova,  
Karla Fonesca  
and dental patient  
Christian Noriega**





**Top: Suzan Shakhshir, FNP and patient**

**Right: Staff from Call Center, Medical Records and Referrals, Sal Merchain, Tabatha Cerda, Yesenia Quintanilla, Clinic Manager, Isaura Gasca, Vicky Alvarez, Mariana Cardenas, Kimberly Guillen and Aylin Zepeda**

readings including education on nutrition and physical activity, medication management and stress reduction activities. These activities have improved the rates of blood pressure control over the past year. ParkTree looks forward to continued improvements for our patients.

### **LUNG CANCER SCREENING: AN OPPORTUNITY TO SAVE LIVES**

Lung cancer is one of the most common cancers and contributes to most deaths related to the disease per the National Institutes of Health (NIH). It is also important to know that lung cancer is among the most preventable of all cancers. And while all lung cancers can't be prevented, people are encouraged to never start smoking or if they smoke to quit smoking. ParkTree screens all eligible patients for smoking and offers education to promote



cessation. Yet, quitting isn't easy and many people continue to struggle with this effort throughout their lives. The longer people smoke and the more they smoke increases risk of developing cancer. How can we help people reduce their risk? What if, a smoker was able to be screened for lung cancer so the disease could be detected early? Lives could be saved. That's why ParkTree was eager to participate in a study being led by Dr. Loretta Erhunmwunsee at the City of Hope Medical Center. The study involved educating ParkTree staff on how to determine which patient was most at-risk for developing lung cancer and then providing them with access to screening via computerized tomography (CT) scan of the lungs. This screening is not readily available for poor and underserved populations like those cared for at ParkTree. Participating in the study provided patients with access to the CT scanning in addition to linking them to highly successful smoking cessation programs. The screening performed by ParkTree was found to be very valuable in early cancer detection. The study findings were published in Clinical Lung Cancer (2022) entitled, "A Lung Cancer Screening Education Program Impacts both Referral Rates and Provider and Medical Assistant Knowledge at Two Federally Qualified Health Centers". For those interested in learning more, the study can be found here: <https://pubmed.ncbi.nlm.nih.gov/34991968/>

## PARKTREE'S GREATEST ASSETS: OUR EMPLOYEES



**Top: Gina Kim, FNP**  
**Below: Veronica Covarrubias**



Every day more than 130 employees walk through the doors of ParkTree. Clinicians, support staff and administrators; we are grateful to each and every one of them. Each staff member is like a puzzle piece. Alone each piece represents an individual with talent, skill and expertise. Together the puzzle resembles a complete picture of a high functioning team, able to respond to the needs of the patients throughout the course of their care.

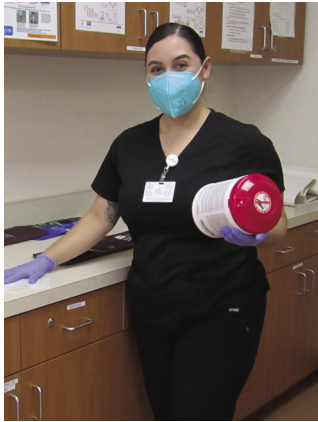
We have a dedicated group of staff working at the front desk for patient registration, conducting appointment reminders or answering questions over the telephone. There are clinical care teams working in all disciplines assisting the patient before, during and after their appointments. ParkTree employs a skilled team working in finance and revenue cycle operations who work with spreadsheets, billing claims and budgets. Our quality and referral departments cull data from our systems, review outcomes and oversee the management of specialty care services for the patients needing additional care. We are lucky to have a team who keeps the lights on and the computers running. Our human resource and risk management staff ensures ParkTree is compliant with employment principles, liability issues and oversees our compliance with all applicable regulations. It doesn't matter if it's someone's first day at work or if they are a

veteran of ParkTree; every person contributes valuably to the outcomes of what we do.

ParkTree cannot provide medical, dental and behavioral health without our team of licensed clinicians. Our clinicians represent the finest of their professions and lead their clinical teams to excellence. They treat each patient and their family with dignity and respect. Our clinicians assess all of our patients' needs and ensure they receive the care necessary to address their health conditions. Our provider team consists of Physicians representing different disciplines (Pediatrics, Internal Medicine, Gerontology, Obstetrics and Gynecology, Optometry, Podiatry), Dentists, Nurse Practitioners and Licensed Clinical Social Workers. These highly skilled clinical professionals provide care on a wide array of acute and chronic diseases. ParkTree's clinicians screen for diseases, refer to specialists when necessary and provide everyone with evidence-based therapies to care for any problem. To find out more about these wonderful professionals please visit the ParkTree website to "Meet the Team" <https://www.parktreechc.org/our-team/#provider>.

**CARE TEAMS** Every clinician needs a team to support their efforts. Primary care clinicians work with Medical Assistants, Licensed Vocational Nurses, Care





**Top: Yesmin Torres**  
**Right: Marlene Solano and**  
**Eduardo Mercado**

Coordinators, and Health Educators. These team members do so much from taking information about the patients' chief complaint(s), performing vital signs and laboratory testing, and scheduling follow-up appointments. The dental team is supported by Dental Assistants and Registered Dental Assistants who screen patients, take radiographic examinations and work in tandem with the Dentist throughout the patients examination and treatment. They offer education on oral hygiene, follow-up care and provide dental supplies to assist our patients care for themselves at home.



Care coordinators assist the behavioral health team by performing screenings for depression, alcohol and drug use. They provide resources to assist their patients find food, housing/shelter or transportation so they can address some of lives challenges. The strength of our care teams is just one reason all ParkTree sites have been designated as Patient Centered Medical Homes by the National Committee for Quality Assurance.

The **MEDICAL** and **DENTAL SERVICES** departments are managed by dedicated and empathetic leaders. Throughout the COVID-19 pandemic, these center managers adapted how services were provided to combat the spread of the disease. With assistance from our Facilities Manager, our health centers maintained an environment of care that reduced the risk(s) of contracting COVID at ParkTree. To achieve safety for all, our staff reviewed best-practices, were vigilant with all regulations and worked collaboratively with numerous teams to deliver health care services properly during an unprecedented health care crisis.

Data is used in every department of ParkTree and is the backbone of all we do. Data determines how many patients are seen, when new staff are needed to expand services, the satisfaction of our patients and staff and much, much more. Many staff use data in their everyday



work. To pull the data, our **QUALITY IMPROVEMENT** Manager needs to understand the systems from which the data is being generated but most importantly the reasons why these data are being used to ensure the correct information is being provided. They work tirelessly to improve the services of our care teams by overseeing quality teams at each health center. An essential element in conducting any quality improvement process is reaching out to ParkTree patients to seek the necessary care they need. We are grateful to the QI staff for their commitment to our patients.

Our **INFORMATION TECHNOLOGY** (IT) staff took on numerous challenges this past year as they guided



Suzan Shakhshir, FNP

our development of telehealth systems and upgrades to our electronic health records. To best serve our patients and staff, new workflows were developed, tested and implemented. A multidisciplinary committee of frontline staff, administrators and clinicians meet regularly to ensure that these workflows provide an effective means of collecting information and providing health care.

Our **HUMAN RESOURCES** team provides an employee onboarding process that seeks to engage our recently hired employees in “all things” ParkTree. The orientation encompasses information about the history of our health centers, provides linkages to mandatory trainings on infection control, patient privacy, code of conduct to name a few, and provides a strong foundation to all so they can provide their best in all they do each day at ParkTree.

Our **FINANCE AND REVENUE CYCLE OPERATIONS** teams through their work keep the revenue flowing, the expenses tended to and ensure as many individuals as possible are connected to the proper insurance. You may not see these individuals when you seek care at ParkTree, but rest assured they are there being excellent stewards of the ParkTree financial resources.

This is just a snapshot of the many people, services and skills necessary to make ParkTree an outstanding health center. **ParkTree—Where Good Health Grows!**

## EXECUTIVE SUMMARY: STRATEGIC PLAN 2022–24



**Top: Cynthia Gomez and Debbie Sanchez at the Archibald Health Center**  
**Below: Brenda Pedraza and Marytere Garcia**



In January 10, 2022, the Board of Directors of Pomona Community Health Center doing business as ParkTree Community Health Center (ParkTree) voted unanimously to adopt the Strategic Plan. The plan, which will be implemented over three years, builds upon the organization's strengths, and creates a path that is responsive to community's ever-changing health care needs. We are led by our mission and vision.

**OUR MISSION** To be the medical home for the underserved in our community by providing high quality preventive and primary care health services.

**OUR VISION** Our community will achieve optimal health and a high quality of life.

The steps in the process included:

1. key informant interviews and surveys with community leaders, funders, service providers and/or stakeholders;
2. surveys with Board members, community partners, staff and patients;
3. an organizational capacity assessment;
4. focus groups with front-line staff from various departments and sites; and
5. two planning sessions.

After analysis of the results, ParkTree leadership discussed key issues and challenges. A consensus was reached that it is most important to focus on high quality and patient-centered care, development of community partnerships to support patient care, the essential need for patient education and staff development, well resourcing ParkTree, and utilizing technology as a cornerstone of programs and communications.

It was determined that due to the many strategic opportunities that will arise, the top criteria that will drive all decisions are:

- Mission alignment
- Meeting critical health care needs
- Improving access to care
- Positioning ParkTree for growth and flexibility in delivery of services

The five strategic priorities that will guide our work over the next three years are:

1. Ensure a Consistent, Exceptional Patient Experience
2. Invest in the Best Talent
3. Optimize Community Engagement
4. Sustain a High Performing Board of Directors
5. Strengthen Fiscal Position Ensuring Long-Term Organizational Stability



Top: Arianna Nieves  
Below: Dr. Marina Markova  
and Dr. Sheetal Ray



An overview of the goals of each strategic priority is as follows:

### **ENSURE A CONSISTENT, EXCEPTIONAL PATIENT EXPERIENCE**

Increase patient satisfaction levels by defining and implementing a culture of exceptional customer service; improve access to care for all individuals through enhancing workflows and addressing barriers to care; increase patient engagement to maximize Patient Centered Medical Home (PCMH) principles with a focus on communication and education.

**INVEST IN THE BEST TALENT** Improve staff retention with an emphasis on provider retention through maximizing employee support and recognition; create professional development plans for every position at ParkTree to promote career growth; review and optimize the organizational structure and reporting relationships with employee and non-employee staff to ensure high-level employee support.

**OPTIMIZE COMMUNITY ENGAGEMENT** Establish new community outreach and education programs; increase awareness of ParkTree's services to identify new consumers, partners, and financial supporters; strengthen and develop collaborative partnerships that are alignment

with ParkTree's missions and strategic initiatives to support client needs.

### **SUSTAIN A HIGH PERFORMING BOARD OF DIRECTORS**

Expand the Board of Directors with a focus on patient recruitment; sustain current high level of Board engagement through a comprehensive orientation and annual education program; establish a succession plan to ensure continuity of Board leadership.

### **STRENGTHEN FISCAL POSITION ENSURING LONG-TERM ORGANIZATIONAL STABILITY**

Ensure patients are navigated to available health coverage options; maximize reimbursement for current and upcoming payment reform initiatives; optimize electronic health record for quality reporting and incentive reimbursement; increase charitable giving from foundations, donors, and individuals.

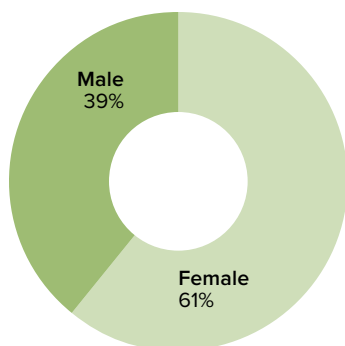
ParkTree leadership is committed to ensuring the success of the plan. To that end, the Board of Directors and staff will be held accountable for the activities necessary to complete the plan. Progress towards the goals will be reviewed and reported quarterly to the Board of Directors by a committee composed of Board members and staff. A full review and update will occur annually.



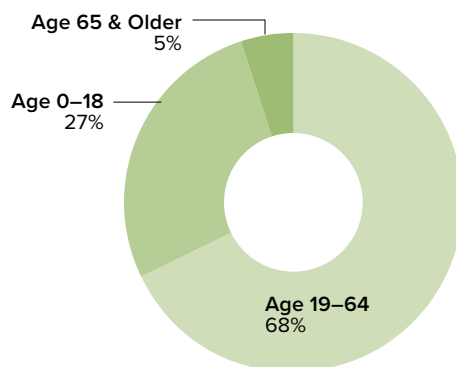
## BY THE NUMBERS 2021

ParkTree provided care to **13,497** unique individuals in **60,557** visits. **46,181** of these visits were delivered face-to-face at our health centers and **14,376** via telehealth. The data noted here are from the Uniform Data System (2021).

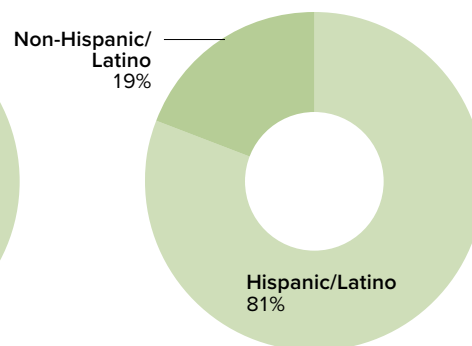
**PATIENTS BY GENDER**



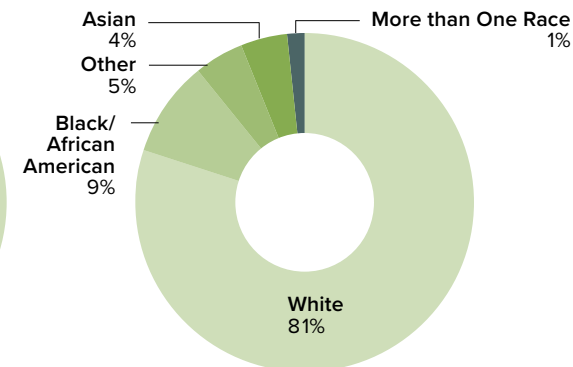
**PATIENTS BY AGE**



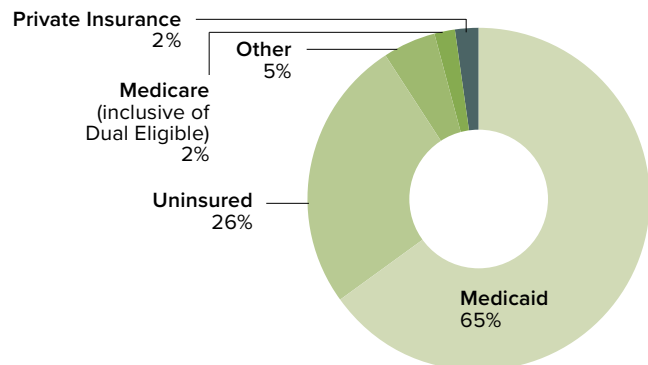
**PATIENTS BY ETHNICITY**



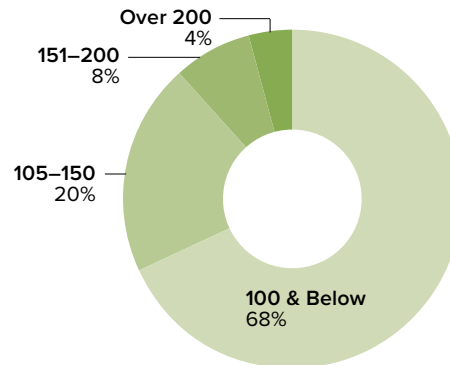
**PATIENTS BY RACE**



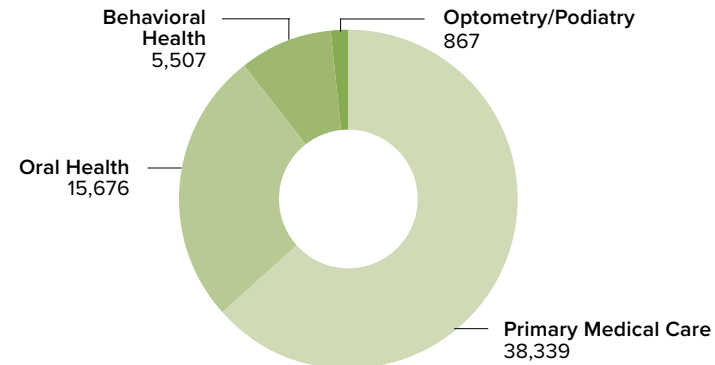
**PATIENTS BY INSURANCE**



**INCOME AS % OF FEDERAL POVERTY GUIDELINE**



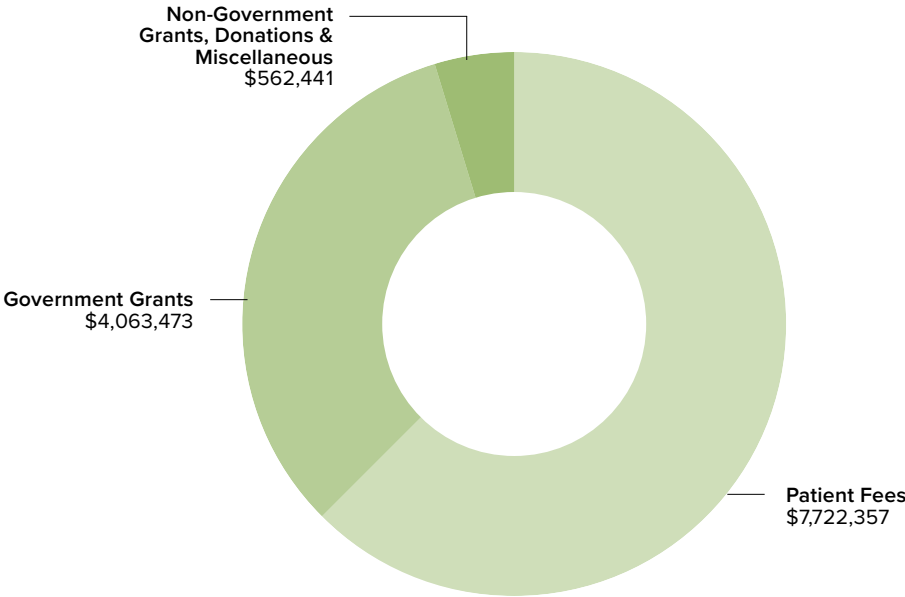
**PATIENTS VISITS BY DISCIPLINE**



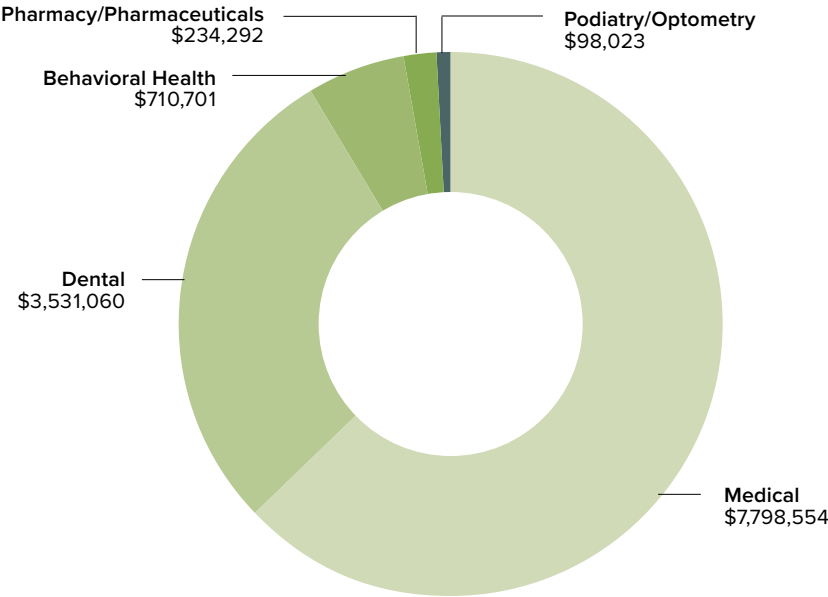
# FINANCIALS

The data noted here are from the Uniform Data System (2021) and from ParkTree’s financial statements.

TOTAL OPERATING REVENUE BY SOURCE



TOTAL OPERATING EXPENSES BY PROGRAM



## OUR TEAM

It is with gratitude that we thank all who helped 2021 be a successful year.

### BOARD OF DIRECTORS

Chris Aldworth, Chair  
 Floy Biggs, Vice Chair  
 Peggy Sanchez, Treasurer  
 Ava Phillips, Secretary  
 James Alig, Director  
 Sonia Burns, Director  
 Gwen Keys, Director  
 Michael Nelson, Director  
 Elvia Rivas, Director

### EXECUTIVE LEADERSHIP

Dr. David M. Kadar, Chief Executive Officer  
 Alfonso Aguilera, Chief Financial Officer  
 Elvia Sanchez, Chief Operations Officer  
 Dr. Ngozi Chukwu, Chief Medical Officer (Interim)  
 Dr. Enrique Melgoza, Chief Dental Officer  
 Ofer Ho, Chief Information Officer



Dr. Enrique Melgoza; Dr. David Kadar; Angelica Figueroa, LCSW;  
 Ava Phillips, Board member; Congresswoman Norma Torres;  
 Chris Aldworth, Board Chair; and Dr. Ngozi Chukwu



## OUR SUPPORTERS

### GRANTS

- Kenneth W. Guchereau and Christina Bahr Family Fund of the Orange County Community Foundation
- California Primary Care Association
- Community Clinic Association of Los Angeles County
- Community Health Association Inland Southern Region
- Direct Relief
- Health Resources and Service Administration Bureau of Primary Health Care
  - Service Area Competition, H80CS26624
  - American Rescue Plan Act Funding for Health Centers
  - Health Center Infrastructure Support
  - Ending the HIV Epidemic, Primary Care HIV Prevention
- Kaiser Permanente Southern California Fund for Charitable Contributions
- Kaiser Permanente School of Medicine
- L.A. Care Health Plan, Elevating the Safety Net Initiative Provider Recruitment Program
- Physicians for a Healthy California, CalVax Grant Physician Practice Support
- Ralph M. Parsons Foundation
- The Ahmanson Foundation
- United States Department of Health and Human Services, CARES Act Provider Relief Fund
- United Way Inland Empire

### WOULD YOU LIKE TO BECOME A DONOR AT PARKTREE?

ParkTree relies on the kindness and generous support of people just like you! A gift of any size from you moves us one step closer to fulfilling our mission to improve the health of our community. To make a tax-deductible donation, please visit: <https://www.parktreechc.org/get-involved/>



### LOCATIONS

**Administrative Office:** 1448 Holt Avenue, Pomona, CA 91767

**Holt Health Center:** 1450 East Holt Avenue, Pomona, CA 91767

**Kenneth W. Guchereau Oral Health Center:** 1448 East Holt Avenue, Pomona, CA 91767

**Park Health Center:** 750 East Park Avenue, Pomona, CA 91766

**Sultana Health Center:** 1556 South Sultana Avenue, Ontario, CA 91761

**Archibald Health Center:** 2680 East Riverside Drive Ontario, 91761

Want more information? We are here to answer any of your questions.

Please call **909-630-7927** or **[info@parktreechc.org](mailto:info@parktreechc.org)**

This tree above is a reminder of our beginnings and is the foundation for our work. Its roots represent the strength of our convictions to serve the community. Its leaves offer shade and comfort to all those in need. This tree can be found at the Holt Medical Center in Pomona.

WHERE GOOD HEALTH GROWS

ParkTree Community Health Center

Phone 909-630-7927

[www.parktreehc.org](http://www.parktreehc.org)



**KENNETH W. GUCHEREAU ORAL HEALTH CENTER**  
**ADMINISTRATION & DENTAL**

1448

park tree

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Pomona, CA 91767  
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