

Bay Area Community Health



United for a stronger,
healthier community



2021
ANNUAL REPORT



**A MESSAGE
FROM OUR CEO:
Dr. Zettie D. Page III**

Bay Area Community Health continues to uphold its mission **“to deliver exceptional health and social services that improve quality of life for the individuals, families and communities we serve.”**

Our patient-centered, team-based, integrated care model allows patients to access coordinated medical, behavioral, dental and vision in one healthcare home.

In 2021, BACH served **nearly 70,000 patients**. These patients comprised **more than 295,000 clinic visits** in addition to **more than 66,000 enabling service visits**.

2021 proved to be yet another year full of reflection, progress and preparation for the future. With workforce challenges, recognition of inequities that are present, and the increased pressure and demand due to the pandemic, we are seeing a shift in a new normal for providing care and what our patients should expect in the delivery of their care. BACH has continued to respond in an equitable, inclusive and accessible manner to social changes.

Over the last 2 years, Alameda and Santa Clara counties have been challenged by the pandemic exposing many disparities. BACH’s providers and staff, our healthcare heroes, continue to work tirelessly to help our community deal with the continuing impacts of the COVID-19 pandemic, and lead support efforts to combat the pandemic.

In the last year, BACH administered **more than 79,000 COVID vaccines** and performed **more than 26,000 COVID-19 tests**. While we are proud of and celebrate this achievement, we know there is much more work to be done. Specifically, directing our attention to the patients who deferred their chronic disease management, and preventive care appointments due to isolation.

[continued on next page](#)



A MESSAGE FROM OUR CEO

continued from page 3

The pandemic has pushed us to be more innovative, and strive for a higher-performing, non-inclusive culture that fosters engagement and collaboration to serve our diverse communities in Alameda and Santa Clara Counties. As we know, a person's health can have significant impact on the rest of their lives, the ability to work or attend school, care for families and loved ones. BACH continues to stay committed to build partnerships that address social determinants of health that we know are key to reducing poor health outcomes and to reduce costs to the health care system.

As we continue to work towards building and maintaining a solid foundation of health and well-being for our community, **we invite you to** donate your time (**volunteer**), talent (**as part of our board**), or treasure (**philanthropic support**).

With appreciation and excitement, on behalf our Board of Directors and leadership team, we look forward to another remarkable year serving our patients, staff, Board and community. We look forward to working with stakeholders and policymakers as we advance the healthcare needs within Alameda and Santa Clara Counties.

In health and with gratitude,



Zettie D. Page III

MD, Ph.D., MBA, MSW, MS
Chief Executive Officer



Our Mission

To deliver exceptional health and social services that improve quality of life for the individuals, families, and communities we serve

Our Vision

For everyone in our community to have access to high quality, comprehensive, and affordable healthcare

Our Values

Equality: Everyone deserves to enjoy quality healthcare, no matter their ability to pay

Commitment: We are dedicated to FQHCs, and will seek opportunities to advocate and strengthen this service model

Community: By listening to our community with humility, we gain strength, partnership, and purpose

Respect: All who enter our doors—patients, staff, community, and partners—are heard with an open mind, valued for their unique strengths, and treated with respect and kindness

Excellence: We constantly strive to perform at the highest level while learning new ways to improve our work



Bay Area Community Health Services

				
MEDICAL	DENTAL	BEHAVIORAL HEALTH	VISION	SPECIALTY CARE: Acupuncture Dermatology Chiropractic Podiatry



A Community Asset

68,948
DISTINCT PATIENTS
from Alameda and
Santa Clara counties

613
EMPLOYEES

Bay Area Community Health Programs

Women's Health	TransVision
Teen Wellness	Homeless Programs
HIV	

Fundamental Leadership

Bay Area Community Health (BACH) recognizes the importance of effective leadership and the role it plays in future growth and continuous success. Our Board of Directors and Executive Leadership Team guide our esteemed staff to achieve BACH's vision to have access to high-quality, comprehensive and affordable healthcare.

As a non-profit Federally Qualified Health Center, we are governed by a volunteer Board of Directors that is comprised of a representation of our community with diverse backgrounds of race, ethnicity, socioeconomic and gender. More than half of our board members utilize our services, ensuring our continued focus and commitment to the communities we serve. In addition to providing valued consumer input, our Board has expertise in public health, healthcare, legal affairs, small business operations, finance and nonprofits.

Together, with their direction, our teams are redefining healthcare to improve the patient experience through increased access to affordable, respectful and high-quality care.



Executive Leadership Team

Chief Executive Officer

Zettie D. Page III
MD, Ph.D., MBA, MSW, MS

Chief Medical Officer

Harsha Ramchandani, MD

Chief Operating Officer

Olivia Dear, MPA

Chief Financial Officer

Cheryl Petersen Pine, MBA

Chief of Strategic Development

Wilfredo Lacro, EMHA

Board of Directors

Carlos Rosario
Board Chair

Kobin Lee
Board Vice Chair

Robert Wyckoff,
Board Vice Chair

Jackie Belser-Welch
Secretary

Sy Dang Tran
Treasurer

Zettie D. Page III
MD, Ph.D., MBA, MSW, MS,
Ex-officio Officer

Norma Advincula
Estela Camacho

Joseph Davalos
Elizabeth Guerrero

Dyanne Headley
Taha Kahn

Karen Levine
David Perez

Brenda Quillen
Stephanie Reddell

Malae Upende Reddy
Carol Thompson

Marvin Wong
Steven Zhu

Who are We?

Bay Area Community Health (BACH) is a non-profit, Federally Qualified Health Center (FQHC) committed to delivering excellent healthcare services in a caring, nurturing, and respectful atmosphere while improving the quality of life for every individual and family in our care.

BACH promotes optimal health, chronic disease management, and access to healthcare services for every individual and family in southern Alameda County and Santa Clara County.

With a dedicated team of **600+ staff**, we care for **more than 68,000 patients** in the greater San Francisco Bay Area; from Hayward to Gilroy **regardless of their ability to pay**. Our target population includes the working poor, those experiencing homelessness, persons with HIV/AIDS, transgender individuals, and other medically underserved populations.





NEED DRIVES INNOVATION: Telehealth helps transform health care at BACH

The COVID-19 pandemic required healthcare organizations to be creative in delivering and managing patient care. Suddenly Bay Area Community Health clinics, which have been the mainstay of its services, needed to close to all but the essential cases. To protect the safety of patients and staff, BACH had to pivot its services to serve its **69,000 patients** at home.

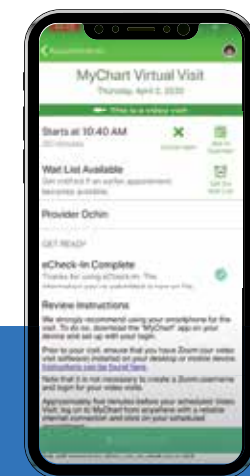
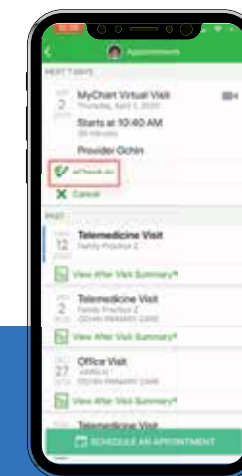
Dr. Gemma Jamena, Clinical Director, Liberty Clinic, believes that “need drives innovation.” She notes, “At the onset of the COVID-19 shutdown, we had to reduce the barriers to care to serve patients in whatever ways we could. We needed to make sure there were no care gaps. We had to be innovative, especially for our homebound patients and those without transportation,” said Dr. Jamena.

Before the pandemic, BACH leadership had recognized the benefits of virtual health communications and had begun exploring options for telehealth services. **As a result, BACH’s telehealth doctor visits were up and running within two weeks of the mandated clinic shutdown.** Telehealth became a critical way for patients and their doctors to stay in touch with each other.



According to Trushna Nagindas, Patient Wellness Program Manager, **BACH staff immediately began making thousands of “well-check” calls to patients** to see if they needed food, medicine, transportation, or medical services and to connect them with appropriate care resources when required.

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Getting connected to telehealth is easy.

NEED DRIVES INNOVATION:

Telehealth helps transform health care at BACH continued from page 13

If patients had COVID symptoms, staff told them how to access care and set up phone appointments with their providers. During these well-checks **staff also encouraged patients to stay connected by signing up for MyChart, the new patient portal**, and a prominent telehealth feature at BACH.



Telehealth Services

Telehealth quickly became one of BACH's most significant innovations, offering a range of services, including virtual visits, a MyChart online communications platform, remote blood pressure monitoring, which Trushna hopes will have 900 patients on this platform in three years, telepsych—remote behavioral health evaluations and counseling—group medical coaching, and classes that practice stress management, healthy eating and exercise.



Trushna hopes we will have 900 patients on this platform in three years.

Despite the convenience and efficiency of telehealth, there are some limitations. Specific assessments and procedures need to be done onsite, and remote blood pressure monitoring requires using iPhones, limiting the number of people served with this technology.



Virtual doctor visits are available to anyone with a phone, even if they are not computer-savvy or lack video equipment. Family members, caregivers, and translators can be added to the virtual visits.

The Future of Telehealth at BACH

Although some patients still prefer in-person, “high touch” doctor visits, Trushna believes that during the past two years, **telehealth has become a norm that is here to stay**, providing a great option as the clinics reopen within safety guidelines. Remote blood pressure monitoring helped staff identify and intervene in cases where patients with diabetes and hypertension had uncontrolled blood pressure because they were home, isolated, and not exercising or eating healthy.

One of Dr. Jamena's favorite aspects of telehealth is answering her patients' queries through MyChart. She prefers they seek advice from her directly, rather than surfing the internet. As she says with a smile, “Facebook and Google medical degrees are not credible.” Patients also like having access to providers through MyChart and appreciate the ease and convenience of telehealth services.

Dr. Jamena also feels that telehealth and the pandemic experience have proven that out of crisis comes great opportunity. “More patients have become less passive about health services and more proactive partners in their care.” **A beneficial outcome indeed.**



BACH PATIENT PROFILE

**IN 2021
BACH SERVED:
68,948
PATIENTS**



Encounters by Service Category

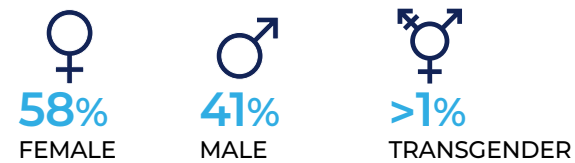


Poverty level patients

**67% LIVE 100%
BELOW THE POVERTY LEVEL**



Patients by gender

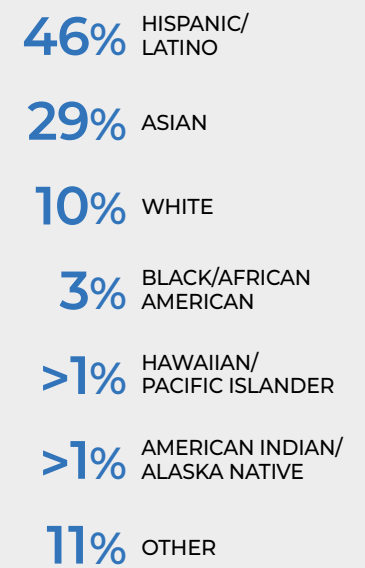
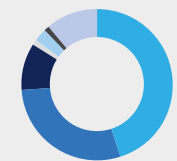


Patient by age



Note: Due to rounding conventions, the statistics may not add up to 100%.

Patients by race and ethnicity





RECOGNIZING EXCELLENCE

Jan Von Dickey, M.D.

27 YEARS OF SERVICE

When Jan Von Dickey graduated from high school he had no idea what to do with his life. Then one day, he had an epiphany walking down the street and heard a voice say, **“I’m going to be a doctor.”**

In 2022, Dr. Dickey, a staff physician at Liberty Center, celebrates 27 years of dedicated healthcare service with Bay Area Community Health.

Dr. Dickey is a Bay Area native, born in Berkeley and raised in Oakland. His father was a dentist, and his uncle taught biology and was one of the first African-American teachers at Berkeley High School. Growing up surrounded by dental, anatomy, and physiology books, Dr. Dickey credits his desire to be a doctor to his father’s love of science and his curiosity about life.

He also feels a natural connection to BACH’s mission of helping vulnerable, at-risk patients because of his grandmother, who lived in West Oakland and provided housing for unemployed people, many of whom were homeless. **“I saw a lot of despair among the people my grandmother served, so I grew up knowing I would do something to give back to the community.”**



After graduating from Meharry Medical College in Nashville, Dr. Dickey joined the U.S. Army as a physician. Returning to the Bay Area in 1994, he began working at Tri-City Health Center, which at the time consisted of one small building in Fremont with three to five physicians and limited services.

Dr. Dickey finds balance in his life by making time for things that bring him joy. “I’m a movie fanatic. I love curling up on the couch with black and white movies from the 40s and 50s.” He’s an avid reader and enjoys going to church, exercising, and hiking, and he relishes time spent with his family.

During his tenure at BACH, he has seen significant changes, including the expansion of healthcare services offered compared to 27 years ago. He believes Bay Area Community Health is a great place to work as a physician and is confident that everyone is doing fantastic work for the community. **“We often see people at their darkest moments, and we have to be that light that shines into their lives and uplifts them. I care about all God’s people, which is why I stay here.”**

He wants to give people just starting their careers a message from his experience: **“Professional burnout is real. It’s important to keep your life balanced. Treat yourself as well as you treat your patients.”**





RECOGNIZING EXCELLENCE

Elizabeth “Lisa” Martin
26 YEARS OF SERVICE

Lisa credits her parents with teaching her and her eight brothers and sisters **the importance of helping people and serving the community.**

What she learned from her parents has impacted her professional career at Bay Area Community Health, where she celebrates 26 years of service in 2022.

Lisa is the Clinic Manager for Mowry I (Pediatrics/Family Practice). Except for patient care, **she is responsible for “everything else” at the site**, including regulatory compliance, staffing, scheduling providers, supervising grants, managing audits, and proactively reaching out to patients to ensure there are no gaps in care and children get the services they need.

In 1996, Lisa was the first employee in the newly created Tri-City Health’s call center. Over the past 26 years, she has held numerous management positions. Lisa comments, “I’m still here because I like our mission and the people I work with. I like what I do because it’s helping the community.”

Her parents lived in Mexico, moved to Texas, and relocated to Union City, where Lisa was born. Her parents didn’t have much money but were always ready to step in to help people in need. “Even though there were nine of us, if my parents saw someone who didn’t have anywhere to stay, they stayed with us. Lisa remains close with her family, checking in with her sisters daily. In the past, with four athletic older brothers, she enjoyed playing sports, especially softball. These days she enjoys her eight grandchildren and being part of special family events like a recent holiday picnic attended by 120 relatives and friends.

Like her parents, Lisa values making people feel welcome. One of her top management priorities is customer service, which she implements throughout the day. When parents need further assistance, she hands them her business card, letting them know that if there is an issue, “they can call me directly.” Similarly, she lets staff know that **“whatever support you need, come to me.”**

Working as a unified team is another important value she sees demonstrated repeatedly at Bay Area Community Health. She says that the COVID pop-up vaccine and testing events were great examples of teamwork where the entire staff worked together. **“When we need to step up, we step up. That’s how we do things here. We work together.** We don’t stop. We move forward. It’s always been about serving the community.”



She celebrates Bay Area Community Health’s expansion of services to the community over the past 25 years by saying, **“It’s truly amazing how much we can help people with all the services we offer!”**





RECOGNIZING EXCELLENCE

Sophia Luna 14 YEARS OF SERVICE

Sophia Luna loves working for a healthcare organization whose mission and values resonate deeply with her.

She strongly embraces Bay Area Community Health's belief that everyone deserves to enjoy quality health care, regardless of their ability to pay, orientation, religious beliefs, and ethnicity. As Sophia attests, **"I'm so glad I can spend my time at work living these values."**

Now celebrating 14 years of service, Sophia is Program Manager for Women's Health, overseeing Bay Area Community Health's women's health programs. She manages all women's health-related grants and works on projects such as quality improvement, staff training, and community outreach. She also manages nine staff members, most of whom are care coordinators or prenatal health workers.



Growing up in Union City, Sophia's first job out of college was working as a health education specialist at the Tri-City Health Center teen clinic. She felt lucky to get a foot in the door with work related to her passionate interest in women's health and family planning.

A few years later, she became Teen Clinic Supervisor, where she had her first taste of grant and program management. Working closely with the grants manager whose ideas and perspectives she admired, Sophia decided her next career move would be to attend graduate school.

After six years, she left her job to pursue full-time a Master's in Public Health degree at San Jose State University. After graduation, she had another significant realization, **"Wow, I love community health. That's my niche!"**

After a three-year hiatus, Sophia was welcomed back to Bay Area Community Health as a coordinator in family planning and women's health which eventually morphed into her current position as Program Manager.

She advises people not to be afraid to start their careers with a "foot in the door" job because **"you never know where that opportunity might lead you."** She's grateful to have grown professionally at Bay Area Community Health and found her way to program management, which she now calls a perfect fit, "bringing new challenges and rewards daily."

Sophia loves spending time with her two small children, ages three and six, when she's not at work. In those rare moments when she has a little time for herself, she enjoys reading as her preferred escape.

"In addition to shared values, what I like most about working at Bay Area Community Health is the focus on action. It's exciting to see ideas and plans grow into implementation. I'm proud that we don't just talk about the needs and all the things we want to do for the community, but we transform hope into action."





RECOGNIZING EXCELLENCE

Eden Domingo, RN

21 YEARS OF SERVICE

Eden Domingo, RN, Diabetes Case Manager, believes that having the same employer for more than 20 years says it all.

She calls her Bay Area Community Health journey **“a wonderful love story”** and says that if you love your work, you don’t think of it as work, which is how she feels about working at Bay Area Community Health. In 2022, Eden celebrated 21 years of service.

Born and raised in the Philippines, Eden came to the United States with a Bachelor of Science in education to pursue a nursing career. As she explains, nursing is part of her cultural heritage, “In the Philippines, all daughters are expected to be teachers or nurses. My mom is a nurse. All my aunts are nurses. We love to take care of people. So, there you go.”

Eden is thrilled with the growth opportunities BACH has given her. She joined Tri-City Health Center in 2001 and has worn many hats through the years including case manager, triage nurse, diabetes educator and medication/ scholarship nurse.

In 2016, Eden was certified as a Diabetes Educator, with diabetes becoming her specialty. **Today when her colleagues think of diabetes care at Bay Area Community Health, they think of Eden.** She cares for high acuity patients at increased risk for diabetes, providing case management and diabetes education. Her work involves medication management, educating and supporting patients’ lifestyle changes (healthy eating, exercising, and emotional health), managing their diabetes with blood sugar checks, and monitoring their condition.



Eden advises people beginning their careers to “just embrace everything.” She suggests that “whatever your boss is trying to teach you, welcome it. Try to learn from mentors, leaders, and supervisors because you never know where that will lead you. Just do it and try your best.”

One of her most significant rewards is getting to know patients and their families. She becomes part of their lives, with many often bringing their spouses and children to meet her. She was touched recently by a diabetes patient who came to say goodbye before moving out of the area. **Eden recalls, “she held my hand and said thank you; you saved my life.”**

She especially enjoys watching Golden State Warriors basketball, attending their games, traveling, reading the Bible, and socializing with friends. On Sundays, she spends most of the day at church which she enjoys very much.

With her busy schedule, it’s no wonder her friends ask, “Eden, when are you going to slow down?” Her reply, without hesitation, “Why would I slow down? I love what I do. I can continue doing this for many more years, God willing!”



PATIENT STORY

Bay Area Community Health (BACH) takes pride in its role as a community health center, which means **going above and beyond for our patients**. This was the case for a recent patient from East San Jose, who was an uninsured 34-year-old single mother of five.

Her medical needs were severe and required immediate action. After receiving the care she needed to resolve the issue she now receives ongoing regular dental, optometry, primary and OB/GYN care at BACH.



During a visit, she filled out a Social Determinants of Health screening form where it was determined she and her children were experiencing food insecurity. BACH was able to answer this call by connecting her with services such as food delivery and other county financial assistance programs.

“Raising five kids on my own has its own challenges. I am so thankful and grateful for Bay Area Community Health for being a beacon of health. **With their help, I am able to feed my family.**”



2021 Financial Overview

REVENUE

Patient Service Revenue	\$56,786,252
Grant Revenue	\$28,055,813
Contributions	\$11,096,846
Other Revenue	\$11,981,807
Total Revenue	\$107,920,718

EXPENSES

Salaries, Wages and Employee Benefits	\$58,256,584
Services and Professional Fees	\$18,141,124
Supplies	\$7,261,921
Occupancy	\$6,751,826
Depreciation	\$4,157,759
Other	\$11,672,854
Total Expenses	\$106,242,069



Locations

Bay Area Community Health Alameda County Locations

Liberty Clinic
39500 Liberty Street
Fremont, CA 94538

Mowry I Clinic
2299 Mowry Avenue
Suite 3B
Fremont, CA 94538

Mowry II Clinic
1999 Mowry Avenue
Suite F/N/D/A
Fremont, CA 94538

Mowry III
1860 Mowry Ave.
Suite 400
Fremont, CA 94538

Main Street Village Clinic
3607 Main Street
Suite B
Fremont, CA 94538

Irvington Dave Clinic
40910 Fremont Boulevard
Fremont, CA 94538

Irvington Dave Vision Clinic
40924 Fremont Boulevard
Fremont, CA 94538

**Irvington Dave Clinic:
Acupuncture & Chiropractic**
40930 Fremont Boulevard
Fremont, CA 94538

Mobile Clinics

BACH has eight mobile units that provide medical and dental services in Alameda and Santa Clara counties.

continued on next page

Locations

continued from page 29

Bay Area Community Health Santa Clara County Locations

BACH Family Clinic

1066 S. White Rd
San Jose, CA 95127

Monterey Clinic

5504 Monterey Hwy
San Jose, CA 95138

Story Clinic

2880 Story Rd.
San Jose, CA 95127

Gilroy Medical Clinic

9460 No Name Uno
Suite 110
Gilroy, CA 95020

Dental Clinics

La Pala Dental Clinic

242 La Pala Dr.
San Jose, CA 95127

Aborn Dental Clinic

2060 Aborn Road
San Jose, CA 95121

Montpelier Dental Clinic

2380 Montpelier Dr.
San Jose, CA 95116

Gilroy Dental Clinic

9460 No Name Uno
Suite 215
Gilroy, CA 95020

School-Based Clinics

Andrew Hill High School Clinic

3200 Senter Rd.
San Jose, CA 95111

Glenview Elementary School Clinic

480 W. 8th St.
Gilroy, CA 95020

Independence High School Clinic

617 N. Jackson Ave.
San Jose, CA 95133

Mt. Pleasant High School Clinic

1650 S. White Rd.
San Jose, CA 95127

Silver Creek High School Clinic

3434 Silver Creek Rd.
San Jose, CA 95121

Yerba Buena High School Clinic

1855 Lucretia Ave.
San Jose, CA 95112



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healthier community**



BAY AREA
COMMUNITY
HEALTH

bach.health