



*Ensuring better outcomes,*  
**TOGETHER**



## MISSION

Our mission is to provide quality primary healthcare that is accessible to any patient in need in the communities we serve, regardless of ability to pay.

## VISION

We seek to provide universal access to primary healthcare, reducing disparities in care and improving health in the communities we serve.

## VALUES

Building on the vision and selflessness of our founders, we strive to uphold the following values.

### Respect

We show our patients, employees, partners, and others we encounter due respect, without consideration of race, religion, origin, economic status, or lifestyle.

### Excellence

We continually evaluate and improve the way we deliver our services.

### Customer Service

We cultivate and maintain professional relationships with our patients, employees, and partners, treating all with dignity and respect.

### Compassion

We serve the needs of others, led by care and kindness.

### Stewardship

We prudently and responsibly manage the resources entrusted to us.



## Dear Friends,

The 2022 fiscal year was a time of challenge and transformation for QueensCare Health Centers (QHC). While much of daily life resumed, we continued to feel the impact of the COVID-19 pandemic on our health centers and the communities we serve. *Ensuring Better Outcomes, Together* is a fitting title for this year's annual report. The featured stories highlight our efforts to consistently deliver quality care and our commitment to innovation for a more efficient, cost-effective service to the community.

We saw operational benefits from implementing Coleman Associates' Dramatic Performance Improvement (DPI) Initiative. This program helped our health centers to be more productive in day-to-day operations. DPI also provided a better patient experience, increased access to care, and reduced patient wait times. As a result, our health centers saw a substantial increase in patients served, with a total of 114,819 visits – QHC's highest volume of patient visits in the last decade.

QueensCare Health Centers was recognized as the 2021 Top Performing Clinic for Adult Care by L.A. Care Health Plan as part of their 4th Annual Provider Recognition Awards. In selection for this award, L.A. Care reviewed a number of performance health scores and compared QHC with other federally qualified health centers throughout Los Angeles. Our health centers also saw patient quality outcomes improve as we met the goal for most quality measures in 2021. In addition, our care teams reached target rates on well-child visits, comprehensive diabetic care, breast cancer screening, and diabetes.

Beyond metrics, our most important measure of success is the health and well-being of our patients. You will also read about how the services at our health centers made lasting impacts on the members of our community who are most in need of the care we provide.

Thank you for taking the time to read this year's report and for your continued support of QHC. Our mission-driven work to eliminate healthcare disparities and improve the health and lives of the Los Angeles community is not possible without you.

Sincerely,

Carmen Andreasen  
Chair, Board of Directors

Eloisa Perard  
President & CEO



**Carmen Andreasen**  
CHAIR, BOARD OF DIRECTORS

Carmen Andreasen joined the Board of Directors in 2020. She is serving her first elected term as Chair of the Board. Carmen is currently an executive at a landmark comprehensive social services organization in Los Angeles, which has been a long standing community partner of QHC. She has extensive experience in organizational change management, leadership capacity and risk management. She holds a M.A. in Educational Psychology from Cal State University, Northridge.



**Eloisa Perard**  
PRESIDENT & CEO

Ms. Perard joined QueensCare Health Centers in 2017 and was named President & CEO in 2021. She holds a B.S. in Business & Leadership and an M.S. in Organizational Psychology with an emphasis in Human Resources Strategy from the University of La Verne. She previously served both non-profit and for-profit companies in the healthcare, hospitality, education, retail, legal services, manufacturing, and distribution industries.



# YEAR IN REVIEW

In FY21-22, QueensCare Health Centers continued to make a meaningful impact on the Los Angeles community. Below are some highlights of our work over the last fiscal year:



**24,144**

**Total patients served**



**118,875**

**Prescriptions were filled, approximately 68% filled in house**

*On average, prescriptions were filled in less than 15 minutes, with patients waiting 9 minutes or less.*



**114,819**

**Total visits**



**23,060**

**Telehealth visits**

*Of the total visits during the past fiscal year, 25% were telehealth/telemedicine visits.*



**9,080**

**COVID-19 vaccines administered**



**Behavioral Health saw**

**1,213**

**total visits, a 41% increase from last fiscal year**



**Patient Access Center managed**

**117,519**

**incoming calls**



**Health Advocates completed**

**14,471**

**enrollment appointments, and processed 8,298 applications**

## Percentages of Patients by Age

26.92%

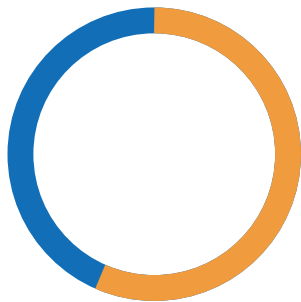
Children under 18

59.67%

Adults 18-64

13.41%

Older Adults



## Patient Languages

Patients best served in a language other than English

**57.44%**

## Patients by Race

78.01%

Hispanic / Latino

9.65%

Non-Hispanic White

9.12%

Asian

2.27%

Black/African American

.61%

Native Hawaiian/Other Pacific Islanders

.24%

Patients w/More Than One Race

.16%

American Indian/Alaska Native

## QueensCare Health Centers Continues to Be Recognized as a Leader in Community Healthcare, Receiving These Awards in 2021-22

### AMERICAN HEART ASSOCIATION

Cholesterol, Gold

Target BP, Silver

Type 2 Diabetes, Participant



### CANDID

Gold Transparency



### HRSA

Health Center Quality Leader

Access Enhancer

Health Disparities Reducer



### PCMH

Eagle Rock, Hollywood, East 3<sup>rd</sup> Street, Echo Park



# ENSURING BETTER PATIENT EXPERIENCES

**Q**ueensCare Health Centers (QHC) continually looks for ways to improve the patient experience and expand access and quality to existing and new patients. In 2021, QHC partnered with Coleman Associates (Coleman), a firm that helps medical practices redesign how they provide healthcare, finding ways to be more efficient and improve patient and medical provider satisfaction.

Coleman introduced QHC to their Dramatic Performance Improvement (DPI) program, an evidence-based training system, implemented in four sessions over seven months.

**DPI aimed to:**

- ✓ **Reduce or eliminate no shows.**
- ✓ **Reduce the amount of missed opportunities to discuss health issues with clients.**
- ✓ **Reduce the time patients spend at health centers.**
- ✓ **Improve the clinical setting and day-for-care providers.**

DPI was implemented at QHC’s Hollywood, East 3<sup>rd</sup> Street, and Echo Park health centers. Cross functional teams composed of a provider, medical assistants, electronic health records specialists, and patient service representatives led the initiative. Coleman introduced several scheduling approaches; staff tested and ultimately selected the best method. The teams then returned and taught their peers how to best organize the schedule and coordinate patient care.

True to its name, the DPI program, provided dramatic operational improvements for QHC’s Hollywood, East 3<sup>rd</sup> Street, and Echo Park health centers.



**On average, these three health centers improved the following treatment protocol metrics:**

**41%** reduction in time patients spend at health centers

**20%** reduction in no shows

**72%** reduction in missed opportunities

**Standardized patient appointments – 20 slots per day, per health center**

The DPI teams at Hollywood, East 3<sup>rd</sup> Street, and Echo Park have since shared their knowledge and experiences with the rest of QHC’s providers and staff. DPI teams created templates and new workflows based on demonstrated success and trained staff at all five health centers. The resulting improvements in patient and staff satisfaction demonstrate QHC’s commitment to its values of respect, excellence, customer service, compassion, and stewardship.

**DPI team participants:**

**East 3<sup>rd</sup> Street**

Laura Andrade  
Yaira Barreto  
Karla Calderon  
Dr. Moe Kyi  
Yolanda Marquez-Dillard

**Echo Park**

Deisy Hernandez  
Dr. Jennifer Min  
Glenda Perez  
Samantha Smith  
Melina Yam

**Hollywood**

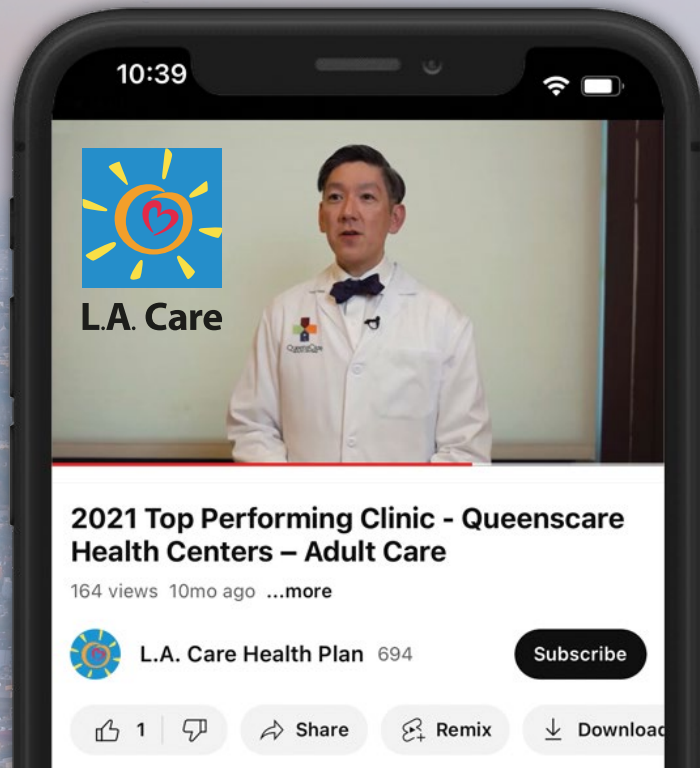
Dr. Kraig Golden  
Xochitl Gonzalez  
Stacy Hernandez  
Lainie Lauron  
Lilian Menjivar  
Cristina Poot  
Angelica Segovia



**“The DPI Program was a game changer. It allowed us to continue giving our patients the quality care they have come to expect while making their experience quicker and easier.”**

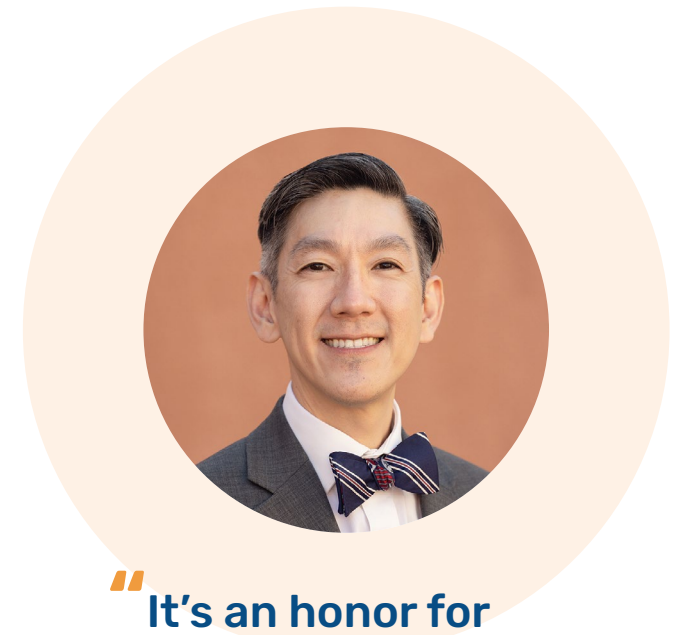
*Dr. Kraig Golden, Lead Provider, QHC Hollywood*





As part of receiving this award, L.A. Care featured QHC on a billboard on the corner of San Pedro and 8th street and interviewed Chief Medical Officer, Dr. Edward Liao, for a video package on the Provider Awards.

This award highlights the high-quality care that QHC provides. QHC is one of LA's top community health centers, which is also consistently recognized by the Health Resources and Services Administration (HRSA) as being in the top quartile of performing Federally Qualified Health Centers, the National Center for Quality Assurance, and the American Heart Association for top quality patient care outcomes, satisfaction scores and serves as a patient centered medical home, placing patients at the center of care.



**“It’s an honor for QueensCare Health Centers to be named top performing clinic for adult care. Our team takes great pride in consistently providing quality, evidence-based care to our patients.”**

*Dr. Edward Liao,  
Chief Medical Officer*

## RECOGNIZING QUALITY OUTCOMES

**T**he pandemic continued to bring unprecedented challenges in 2021. However, with those challenges came a welcome distinction. L.A. Care Health Plan (L.A. Care) awarded QueensCare Health Centers (QHC) as 2021’s Top Performing Clinic for Adult Care as part of their 4th Annual Provider Recognition Awards.

L.A. Care is the nation’s largest publicly operated health plan, serving 2.5 million members across Los Angeles County through a network of more than 10,000 doctors, hospitals, clinics, and pharmacies. QHC was selected for this award after L.A. Care’s thorough review of its provider network against its internal performance rating system.

**This analysis determined the quality of care provided for member patients in the areas of:**

- ✓ **Breast Cancer Screening**
- ✓ **Cervical Cancer Screening**
- ✓ **Chlamydia Screening in Women**
- ✓ **Postpartum Care**
- ✓ **Timeliness of Prenatal Care**
- ✓ **Comprehensive Diabetes Care A1C Control**
- ✓ **Controlling High Blood Pressure**
- ✓ **Asthma Medication Ratio**







## THE TRUE IMPACT OF CARE

Quality of life can be measured by a few metrics, health and wellness being some of the most important. Ana Gómez has been a patient of QueensCare Health Centers (QHC) for the last five years and is an example of how proper healthcare can truly make a difference in a person's life.

Ana's story is like that of many QHC patients. An immigrant from Central America, Ana, and her family came to the United States to escape civil war and gang violence and find a better life for her two children. However, Ana's life changed dramatically in 2017 when the company she worked for closed, and she lost her health insurance. After applying numerous times on her own and being denied Medi-Cal, Ana was not sure what she would do for healthcare until a friend suggested she visit QHC's Eagle Rock location, down the street from her house.

Ana first met with a health advocate who helped with her Medi-Cal application, which was approved right away. As a newly granted Medi-Cal patient,



**"I don't have the words to express how grateful I am for QueensCare Health Centers. All I can say is, please don't ever close this clinic."**

*Ana Gómez*

Ana started coming to QHC for her medical needs. "Everyone has always been so helpful and nice – since day one," said Ana. Taking advantage of many of the services QHC offers, Ana has received primary care, dental, vision, women's health, health education, and even specialty referral services to neurologists and nephrologists. In 2022, Ana caught COVID-19 and, again, turned to QHC for her care and needs.

Ana is grateful for all QHC has provided her, including medical help and even a Thanksgiving meal for her family. She encourages many in her community to seek out the care of QHC and other organizations that can help provide a better quality of life. "There are so many resources, and we don't know about them. I will come to QueensCare Health Centers for as long as they are in the community."

Ana's story is just one of many who have been impacted and changed by the care they have received at QHC. QueensCare Health Centers' efforts to care for the community make real impacts on everyday people who are looking for a better way to live.





Statement of Financial Position

	2022	2021
<strong>Assets</strong>		
Cash and cash equivalents	\$8,685,000	\$7,917,000
Short term investments	11,676,000	12,075,000
Accounts receivable, net of contractual allowances	972,000	1,610,000
Grants receivable	324,000	310,000
Property and equipment, net	12,847,000	13,137,000
Other assets	737,000	589,000
<strong>Total Assets</strong>	<strong>\$35,241,000</strong>	<strong>\$35,638,000</strong>
<strong>Liabilities</strong>		
Accounts payable and accrued expenses	\$2,540,000	\$2,130,000
Notes payable	-	250,000
<strong>Total Liabilities</strong>	<strong>2,540,000</strong>	<strong>2,380,000</strong>
Net Assets, unrestricted	32,701,000	33,258,000
<strong>Total Liabilities and Net Assets</strong>	<strong>\$35,241,000</strong>	<strong>\$35,638,000</strong>
<strong>Statement of Activities</strong>		
<strong>Revenues</strong>		
Net patient service revenues	\$21,822,000	\$18,783,000
Other revenue	6,032,000	6,483,000
Grants and contributions, including donated goods	7,317,000	7,581,000
<strong>Total Revenues</strong>	<strong>35,171,000</strong>	<strong>32,847,000</strong>
<strong>Operating Expenses</strong>		
Salaries, wages and employee benefits	26,103,000	25,465,000
Other operating expenses	8,776,000	9,454,000
<strong>Total Operating Expenses</strong>	<strong>34,879,000</strong>	<strong>34,919,000</strong>
Change in Net Assets Before Extraordinary Items	292,000	(2,072,000)
Extraordinary Items	(849,000)	5,730,000
<strong>Change in Net Assets</strong>	<strong>\$(557,000)</strong>	<strong>\$3,658,000</strong>
Net assets, beginning of year	\$33,258,000	\$29,600,000
Net assets, end of year	\$32,701,000	\$33,258,000



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Manuel Romero



MANAGEMENT

Eloisa Perard, President & Chief Executive Officer  
Marina Snitman, PharmD, Chief Operating Officer  
Edward Liao, MD, Chief Medical Officer  
Dennis C. Benton, MBA, VP of Finance & Accounting



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THANK YOU FOR YOUR CONTINUED  
SUPPORT AND GENEROSITY.

GIFTS OF \$6,000,000 +

Department of Health and Human Services - Health Resources  
and Services Administration (HRSA)

GIFTS OF \$50,000 - \$200,000

Delta Dental Community Care Foundation  
The Ralph M. Parsons Foundation

GIFTS OF \$2,000 - \$30,000

California Foundation for Stronger Communities (CFSC)  
Community Clinic Association of LA County (CCALAC)  
Fidelity Charitable  
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Health Net Foundation  
Hillsides

Barbara & Patrick Hines  
L.A. Care Health Plan  
Edward R. Liao, M.D.  
Ama Neel  
Eloisa & Scott Perard  
QueensCare



GIFTS OF \$1 - \$1,999

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YOUR IMPACT BEGINS WITH A GIFT

QueensCare Health Centers (QHC) is a special place of healing and care. Our healthcare providers, staff, donors, patients, and friends all contribute to making QHC extraordinary.

Please join us in supporting this community of caregivers as we work toward eliminating healthcare disparities and work every day for improved health for all.

We are proud of our positive impact on the community and know we can do more with your support. We would be grateful for your gift of any size to support our mission-driven work.

Thank you for your thoughtful consideration of QueensCare Health Centers as an organization to support with your philanthropic resources.







**QueensCare**  
HEALTH CENTERS

[QueensCareHealthCenters.org](https://QueensCareHealthCenters.org)

**(323) 635-1140**



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QueensCare Health Centers is a federally qualified health center, partially funded by grants from the U.S. Department of Health & Human Services, Health Resources & Services Administration (HRSA) and has Federal Public Health Service (PHS) deemed status under the Federal Tort Claims Act with respect to certain health or health-related claims, including medical malpractice claims, for itself and its covered individuals. The health services provided by QueensCare Health Centers are also partially funded by the County of Los Angeles. QueensCare Health Centers treats all patients, regardless of ability to pay.