

CHAPA-DE  
INDIAN HEALTH

# *2019 Annual Report*



*Passionate People. Compassionate Care.*



*The mission of Chapa-De Indian Health is to advance the health and well-being of American Indians and low-income individuals living in our communities by providing convenient access to high-quality, compassionate care.*

**AUBURN HEALTH CENTER**

(530) 887-2800  
11670 Atwood Road  
Auburn, CA 95603

**GRASS VALLEY HEALTH CENTER**

(530) 477-8545  
1350 East Main Street  
Grass Valley, CA 95945





Lisa Davies, CEO

**Dear Friends,**

While I am overjoyed to report that 2019 was a prosperous year for Chapa-De Indian Health, I would be remiss if I did not address the unprecedented challenges presented by the COVID-19 pandemic as we move through 2020.

Now, more than ever, Chapa-De is focused on providing our patients with high-quality, compassionate care. During this uncertain time, we have worked together as a team to adapt and adjust many of the ways in which we deliver care.

We are now able to provide visits to sick patients in their cars and the majority of Medical, Behavioral Health and Medication Assisted Treatment (MAT) visits are provided through video and phone as part of our telehealth program. As you might imagine, our telehealth program has played an integral role in our ability to offer healthcare services from a convenient, comfortable and safe distance.

We are also proud to provide drive-thru testing for patients who are experiencing symptoms of COVID-19. When a patient arrives to be tested, a medical provider meets the individual at their car outside of our health centers.

There is no doubt that the healthcare industry is changing, and we are changing right along with it. In 2020, Chapa-De has plans to renovate our health centers and build new office and clinic space. A renovation that was initially meant to provide room for more providers will now create more space and safer distancing to help protect patients and staff in the short term while also allowing for future expansion.

Needless to say, I am incredibly grateful to work with such an outstanding team of individuals who've proven again and again their commitment to our communities. I am delighted to share that, over the last year, the results of their daily dedication put us in a position to dramatically expand our healthcare benefits to support their wellness and overall career satisfaction. Through this expansion of benefits, we were able to develop a formal years of service recognition and award program and form an Employee Engagement Council with a focus on gathering employee feedback.

We also created additional opportunities for our employees to advance their careers by establishing 15 new positions, including a Pediatric Case Manager, Perinatal Case Manager, Scheduling Assistant and Human Resources Director.

While there are many unknowns in the weeks and months ahead, we are dedicated to working together to advance our mission while keeping our community safe.

Sincerely,

A handwritten signature in green ink that reads "Lisa Davies".

Lisa Davies, MPH  
Chief Executive Officer

**BOARD OF DIRECTORS**

Brenda Adams  
*Chapa-De Board Chair*  
*UAIC Tribal Member*

Gene Whitehouse  
*Chapa-De Board Secretary*  
*UAIC Tribal Member*

David Keyser  
*Chapa-De Board Vice-Chair*  
*UAIC Tribal Member*

Jason Camp  
*Chapa-De Board Member*  
*UAIC Tribal Member*

John L. Williams  
*Chapa-De Board Member*  
*UAIC Tribal Member*

**LEADERSHIP TEAM**

Lisa Davies, MPH  
*Chief Executive Officer*

Sierk Haitzma, BSA  
*Chief Financial Officer*

Darla Clark, MPA  
*Chief Operations Officer*

Eric Osborn  
*Chief Information Officer*

Pauline Karunakaran, DDS  
*Dental Director*

Alinea Stevens, MD  
*Medical Director*

Brandon Bettencourt, RN  
*Director of Quality Improvement*

Amy Eargle, PhD  
*Behavioral Health Director*

Nicole Conzoner, RN  
*Director of Nursing*

Debbie Arvay  
*Medical Practice Manager*

Cathy Murchison  
*Dental Administrator*

Pam Padilla  
*Administrative Services Director*

Anthony Reyes  
*Human Resources Director*



**Dr. Alinea Stevens**

“Since COVID-19, we have grown and changed so much in the way that we deliver care. While we continue to offer well visits in our clinics with safety measures in place, we now provide visits to sick patients in their cars and communicate with patients via telemedicine from the comfort of their own homes.

When the pandemic started, we were really worried about our patients. We feared that they would be isolated and have even more trouble obtaining housing and food than before. As a result, we created an outreach program to check in with our patients to see if there was anything that they needed. Through this, we have been able to provide important resources to our most vulnerable patients.

We have all learned a lot through this process and are continuing to grow and change day by day.”



**Dr. Pauline Karunakaran**

“The caliber of our team at Chapa-De is second to none. From management to front line staff, I have always been moved by how much everyone cares for our patients and for each other. The COVID-19 pandemic has illustrated this level of exceptional dedication and compassion time and time

again. Through all of the challenges, our management team has worked around the clock to stay abreast of the ever-changing climate and to establish the best and safest ways to care for our patients and staff. Our patients have also had to deal with their own personal challenges during this time – with their families, jobs and their health. Instead of showing frustration with the change in care that we could provide to them, they were understanding and grateful to know that we are here for them.

COVID-19 has shown me, firsthand, the selflessness and strength that exists in people. It has also shown me what we can accomplish when we work together, even when the environment is imposing and uncertain. I have never been prouder to be a part of the family at Chapa-De.”

## *Working at Chapa-De*

**In 2019 we dramatically expanded our healthcare benefits to enhance employee wellness and satisfaction.**

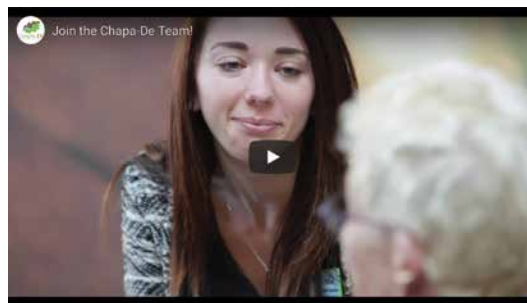
- Chapa-De now covers 80% of costs of coverage for dependents. Previously 0%.
- Chapa-De continues to cover 100% of the cost for our employees.
- Employees and covered family members now have no out of pocket expenses for deductibles, co-payments or prescriptions when they see an in-network provider.

**We have developed a formal years of service recognition and award program.**

**We have formed an Employee Engagement Council with a focus on employee engagement and satisfaction.**

**In 2019, we created more opportunities and growth for employees:**

- 32 promotions and job changes
- Created 15 new positions, including a Pediatric Case Manager, Perinatal Case Manager, Scheduling Assistant and Human Resources Director

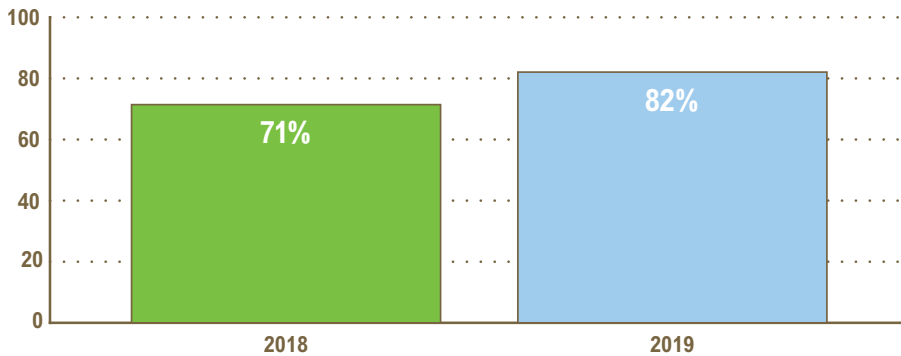


Visit [chapa-de.org/join-our-team/](https://chapa-de.org/join-our-team/) to watch a Work at Chapa-De video.

# Employee Satisfaction

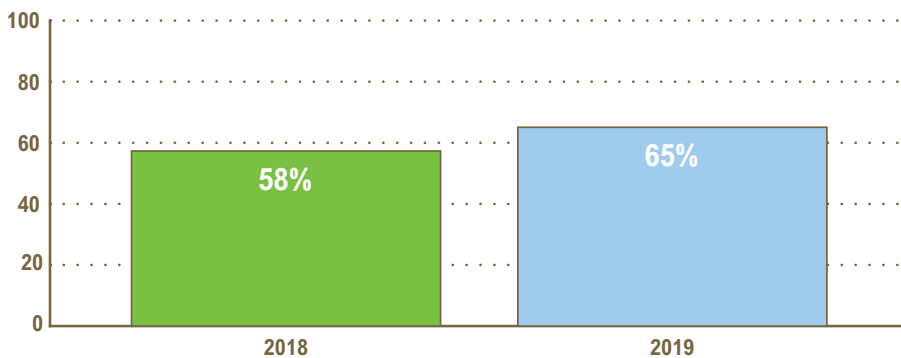
Data based on feedback from employee surveys taken in 2019.

Are you satisfied with the overall work environment and culture at Chapa-De?



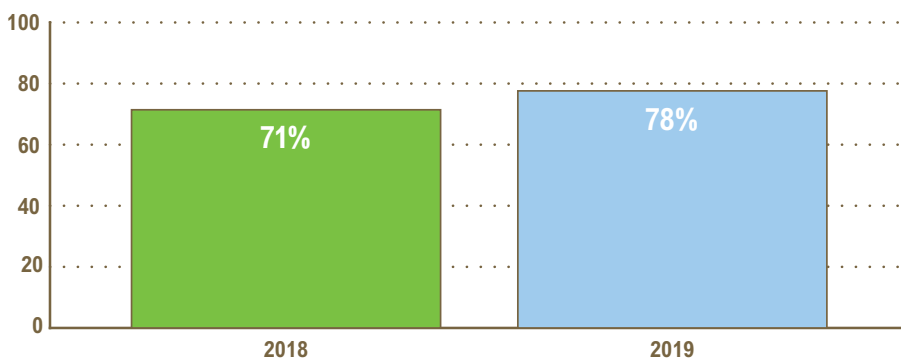
Up 11 points from 2018.

Are you very or extremely satisfied with your job at Chapa-De?



Up 7 points from 2018 and above the overall U.S. benchmark

Has your work experience at Chapa-De improved within the past year, and do you feel the company is moving in the right direction?



Up 7 points from 2018 and significantly exceeds the industry norm

## TOTAL NUMBER OF EMPLOYEES

248

Auburn

170

Grass Valley

78

## EMPLOYEES BY DEPARTMENT

Administration

52

Behavioral Health

14

Dental

79

Medical

103

## EMPLOYEES BY ROLE/ FUNCTIONAL GROUP

Healthcare Providers

53

Patient Care Support Staff

76

Patient Care Clerical Support

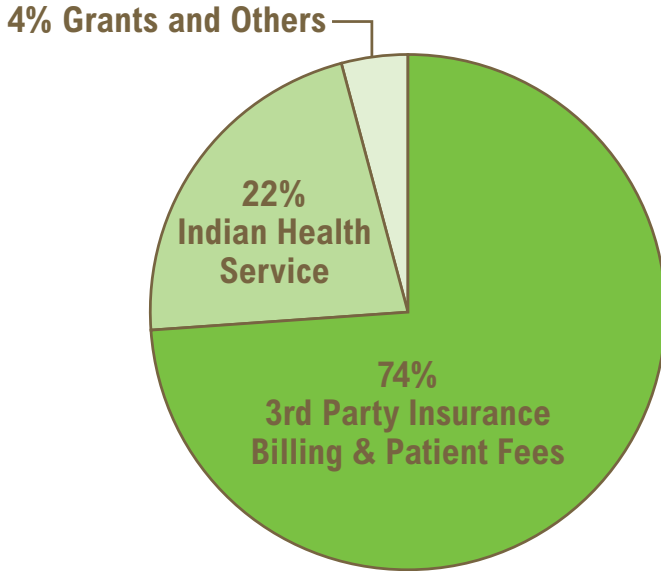
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Administrative

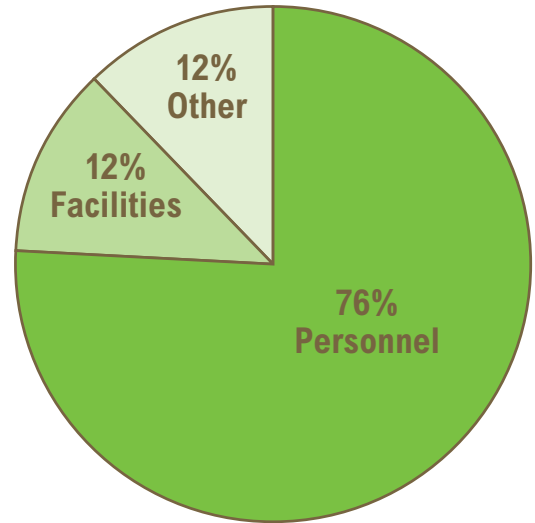
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# Budget

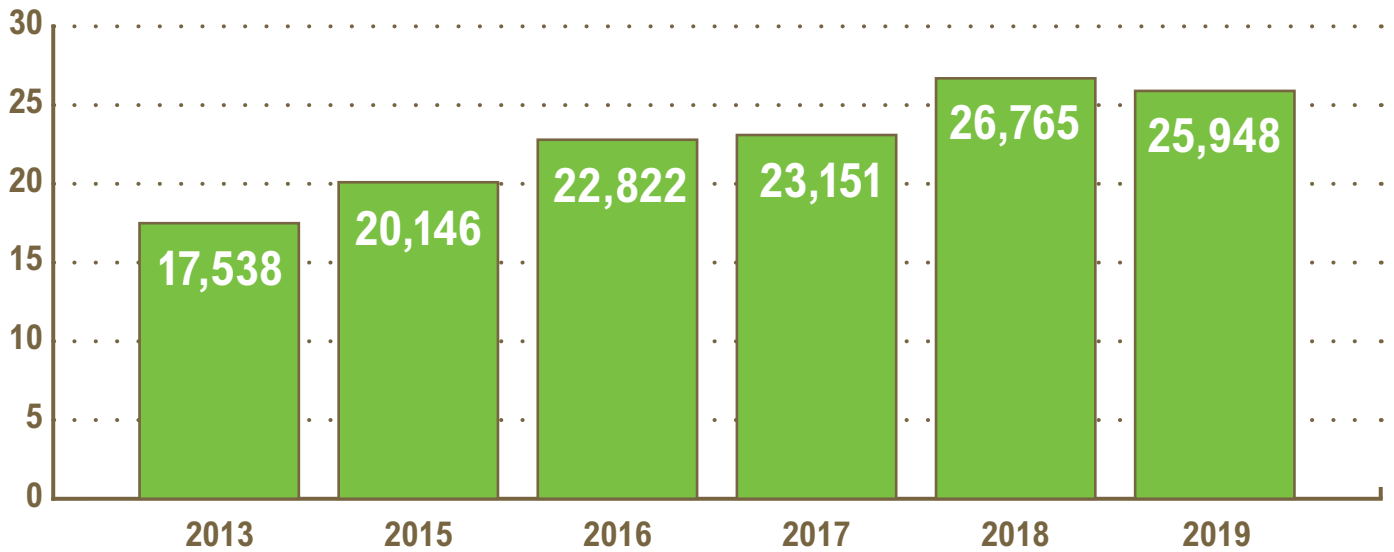
### Revenue Mix



### Expenditures



# Our Patients



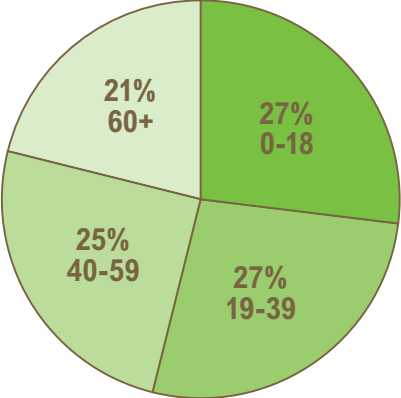
**Active Patients:**  
**25,948**

**Patients Seen in 2019:**  
**17,155**

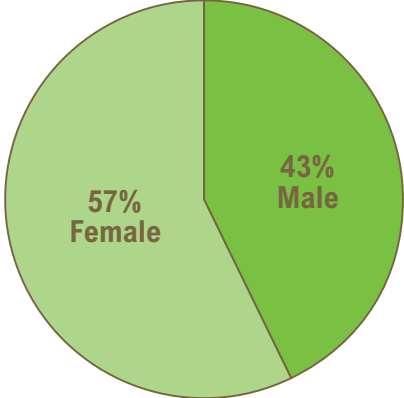
\*Have had at least one visit in the last three years

# Patient Demographics

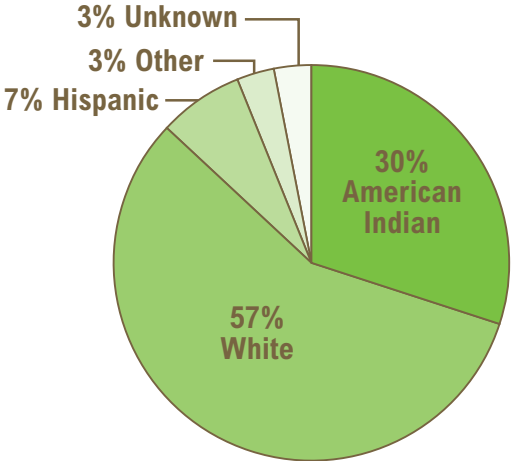
### Age



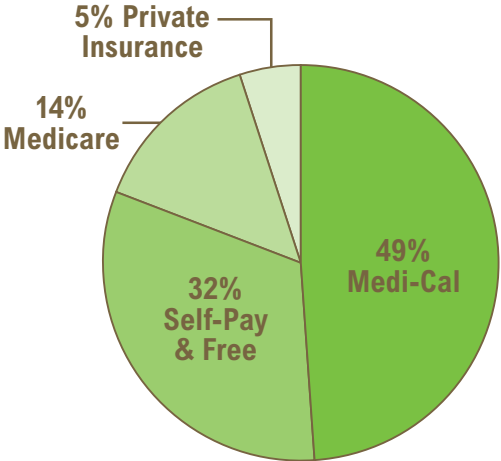
### Gender



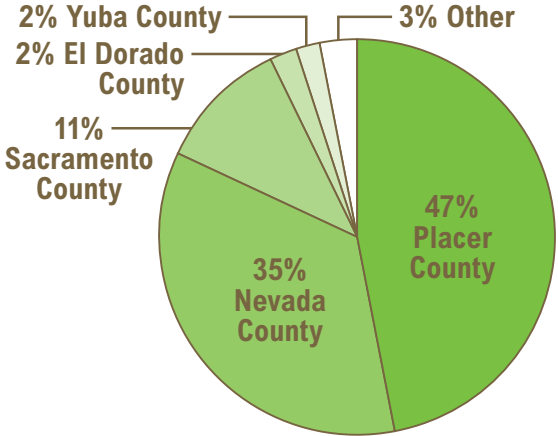
### Ethnicity



### Insurance Coverage



### Location



**PATIENT TESTIMONIALS**

“I am terrified of dental work and my experience at Chapa-De Grass Valley was very positive. I was treated better than ever!”

– Shannon Vanorder

“Great caring staff. The pharmacy is fast and friendly.”

– Michelle Kintscher Olivan

“Good doctors and caring people.”

– Karen Geurts

“I had a tour of the dental clinic. Wow it’s impressive! Everyone is smiling and it’s well maintained and staffed.”

– Brytt Lynn Nikolas Adams

***Patient Visits:***

**85,531**

DENTAL: 37,008  
MEDICAL: 35,768  
BEHAVIORAL HEALTH: 10,053  
OPTOMETRY: 3,716

***Other Key Encounters***

Rx Transactions: **153,032**

Lab Services: **7,225**

Diabetes Management Classes: **2,463**

Diabetes Case Management: **2,815**

Dietician Services: **1,051**

Substance Use Disorder Case Management: **1,280**

Clinical Pharmacy Services: **988**

Telehealth Services: **550**

Walk-In Immunizations (Without Appointment): **59**

***Top 10 Reasons Patients Seek Care at Chapa-De***

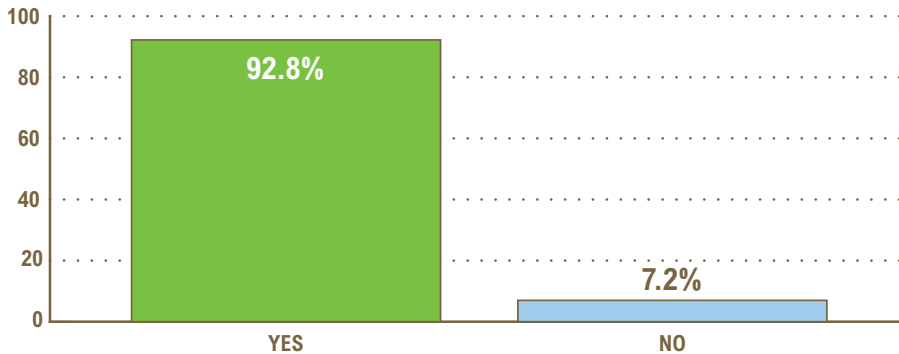
- 1 Dental Services
- 2 Immunizations
- 3 Routine Exam – Child
- 4 Hypertension
- 5 Narcotic / Opioid Dependence
- 6 Diabetes Type 2
- 7 Routine Exam – Adult
- 8 Anxiety, Depression, Mood Change, Bipolar Disorder
- 9 Pharyngitis
- 10 Upper Respiratory Infection



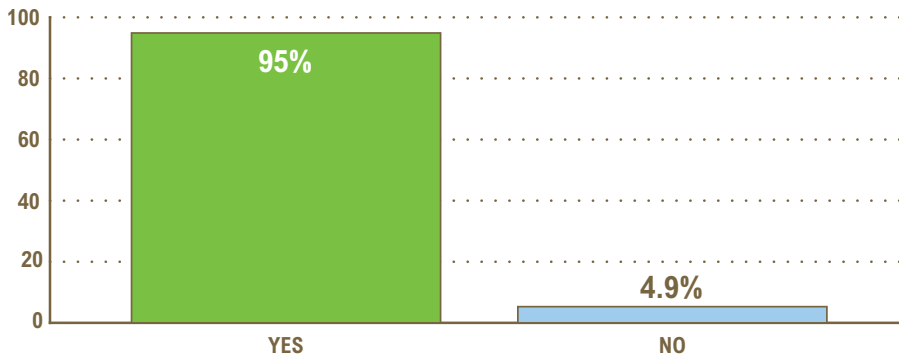
# Overall Patient Satisfaction

Data is based on feedback from patient surveys over a 3-month period.

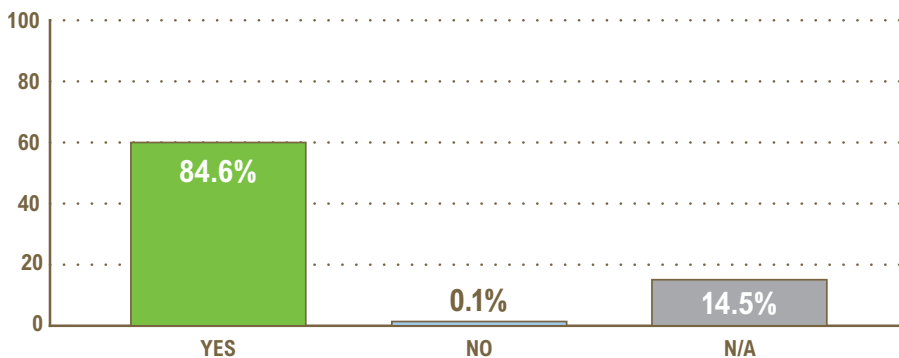
## Patients seen within 15 minutes of their appointment



## Providers were familiar with patient's medical history



## Patients were able to book a routine care appointment within a month of calling



## PATIENT TESTIMONIALS

“The staff are always nice and professional. I’ve been going here for many years and have no complaints. Staff usually recognizes me because they don’t have a high turnover (says something about management).”

– **Sintoya Sposito**

“Chapa-De Indian Health in Auburn was there for my brother when he was in need. I will be forever thankful for all the warm, friendly care they gave my brother.”

– **Josie Gallegos**

“I love it there. It’s clean, no wait, excellent care, phone calls, texts. They have it all.”

– **Tiffany Johnson**

# Active & On-Going Grants

*Grants given over varying amounts of time*

**Diabetes Care and Treatment • \$329,591**

Indian Health Service Special Diabetes Program  
For Indians

**Prevent Heart Attacks and Strokes  
Every Day Program (PHASE) • \$150,000**

Kaiser Permanente

**Telehealth • \$114,000**

Center For Care Innovations / Tides Foundation /  
California Healthcare Foundation

**Dental Transformation Initiatives • \$130,253**

California Department of Health Care Services (DHCS)  
and California Rural Indian Health Board (CRIHB)

**Treatment of Opioid Addiction • \$232,691**

Hub & Spoke Program through DHCS

**Diabetes Education Collaboration • \$8,345**

Sutter Health

**Population Health Learning Network  
Project • \$30,000**

Center For Care Innovations / Tides Foundation

**Clinical Pharmacist Services • \$25,000**

HealthNet

**Addiction Treatment Starts Here:  
Primary Care Project • \$50,000**

Center For Care Innovations / Tides Foundation

**Perinatal Case Management • \$156,000**

DHCS Indian Health Program

**MAT Access Points Project • \$100,000**

Sierra Health Foundation

**Tribal Opioid Response  
Program • \$352,508**

Substance Abuse and Mental Health Services  
Administration (SAMHSA)

**General Operating Support • \$1,000**

Charles and Gail Muskavitch Endowment Fund  
at Placer Community Foundation

**Dental Screening Event at  
Auburn Elementary School • \$2,600**

Robert Kemp Community Endowment at  
Placer Community Foundation

## High Quality Care

### TRUE TO OUR MISSION, CHAPA-DE DELIVERS COMPASSIONATE CARE WITH TRANSFORMATIVE RESULTS

- Free dental screenings provided to over 1,800 children in local schools and head start programs
- 78% of Chapa-De patients with hypertension now have controlled blood pressure.
- 58% of patients due for a Mammogram got the screening they needed.
  - Up 52% from the previous year.
- Close to 3,000 patients were up-to-date on cervical cancer screening.
  - Up 60% from last year
- 450 well child visits completed.
- The Dental Department continues to stand out in GPRA performance measures. 27% is set by the IHS for annual visits. Chapa-De is has achieved 43% (up from 41% last year).

# Committed to Our Patients

## INTEGRATED/WHOLE PERSON CARE

Chapa-De has developed a new Diabetes Screening Program in our Dental Department:

- Patients complete a diabetes risk assessment questionnaire.
- If score high, a member of our diabetes team connects with the patient and offers an A1C test.
- At the end of 2019; 56 patients had been identified with elevated risk for Diabetes, of these, 51 agreed to A1c testing:
  - 12 pre-diabetic
  - 2 full diabetes

It's important to note that when people have pain in their mouth they typically see a dentist. They may not believe they need to or want to see a medical provider on a regular basis. This is one of the many ways we are helping ensure that our patients whole health is being cared for.

## FOCUSING ON PROVIDING WHOLE PERSON CARE

Over the past year, we continued our focus on providing whole person care – this means that we see our patients in their entirety and strive to provide services that take into account their overall wellbeing including their physical health, oral health and behavioral/emotional health. To do this we must communicate across departments and ensure patients are connected with all the services necessary - making sure that nothing falls through the cracks.

Last Fall, Cathy Murchison, our Dental Administrative Manager here at Chapa-De, spent a day kayaking with her husband at Wrights Lake. It was a quiet day on the lake with no one in sight until they came across a couple of men working on a cabin that bordered their route. Cathy and her husband waved and struck up a conversation with the two men and their careers came up. Cathy mentioned that she worked at Chapa-De Indian Health and one man's face lit up. He knew Chapa-De very well.

He shared with Cathy that his insurance had switched and Chapa-De was there to help. Not only did Chapa-De offer services to him and his family, but through a screening he received when he came in for a dental appointment he also discovered that he had diabetes. Diabetes can have serious and sometimes life threatening effects when not controlled.

Cathy's reaction was the same reaction that our team had when she told the story internally. She was proud of the work we do here. We are proud to be able to provide

the highest quality of care to our patients and to make a difference in their lives.

Cathy said, "If it wasn't for our whole person mindset that made us even consider screening for diabetes during a dental appointment, that man still might not know that he has diabetes, or he could have found out much later. It brings me joy to know that our community is being positively impacted because of the great work done at Chapa-De."



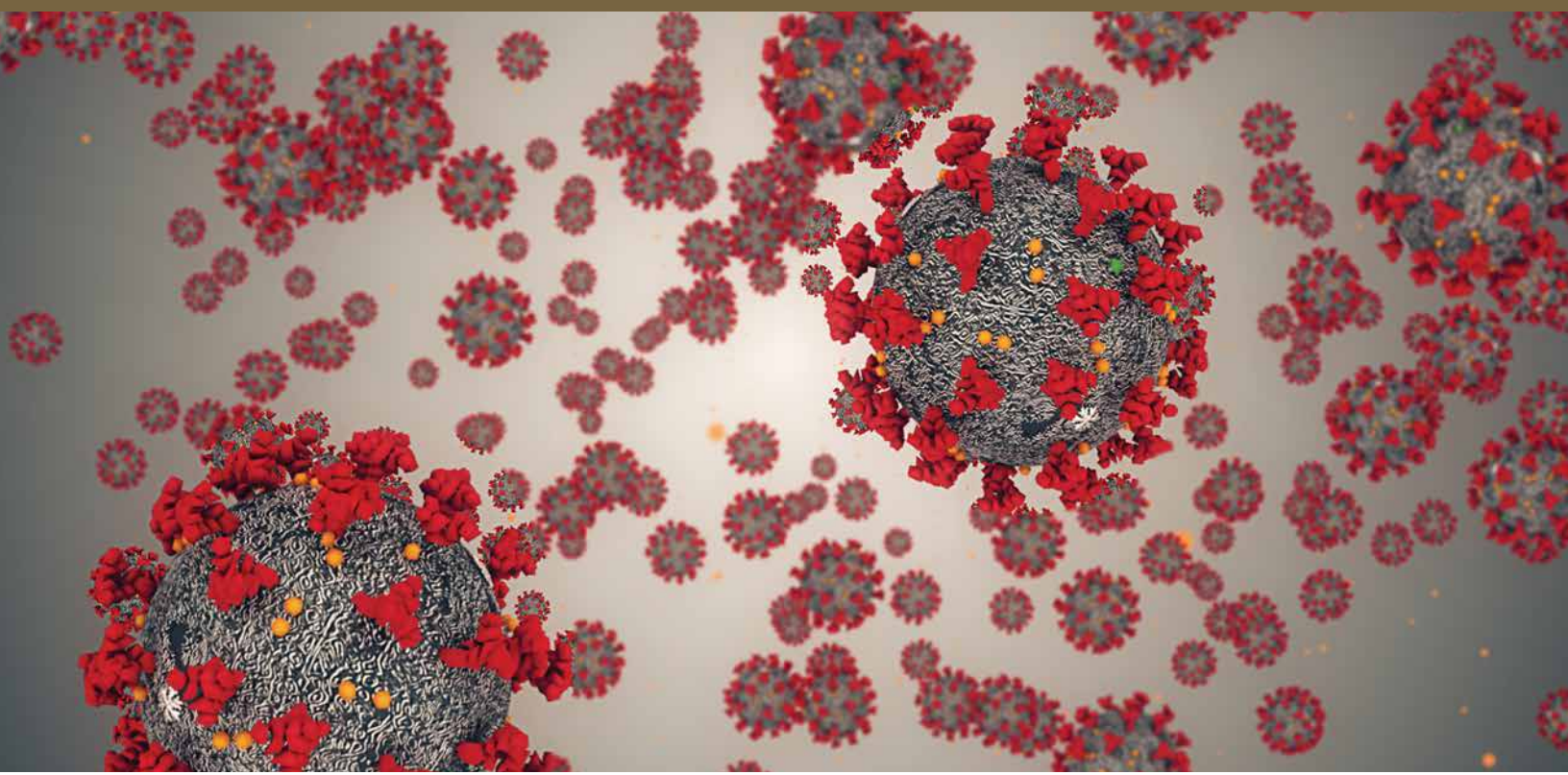
## *Growing to Meet the Needs of Our Community*

In early 2019, Chapa-De developed a plan to renovate our health centers and build 17,000 square feet of new office and clinic space. In the near term, the renovations will provide more space for distancing of patients and staff as we deal with the COVID-19 pandemic.

“The healthcare industry is changing, and we are changing with it. Providing safer quarters for all those that visit Chapa-De is paramount to our team,” said Lisa Davies CEO of Chapa-De Indian Health. “While the changes we are making will allow us to better serve our community in the immediate future, we plan to use this additional space to expand care to more patients in the future.”

Looking toward the future, the renovations and expansion will give Chapa-De the opportunity to expand service, accepting more patients and hiring additional providers.





## COVID-19

Throughout the COVID-19 pandemic, Chapa-De's team has worked hard to make sure that we continue to provide the same compassionate care our patients have come to expect from us through the various new measures we have put into place.

We understand that our patients have been anxious about visiting health centers during this time. We have been working hard to let the community know that we are here and that their healthcare should not be put on hold. We have created a safe space for them to receive the help they need.

- **Health Screening:** All patients are screened for symptoms related to COVID-19 when calling to schedule an appointment. All patients, visitors and staff are also screened upon arrival at our health centers. Anyone with symptoms is isolated from waiting areas.
- **Mandatory Face Covers:** All patients, visitors and staff must wear protective face covers at our health centers.
- **Increased Cleaning:** We have increased our cleaning and disinfecting protocols to further protect our patients and staff.

- **Drive-Thru COVID-19 Testing:** We are proud to provide drive-thru testing for patients who are experiencing symptoms related to COVID-19. This means a medical provider will meet patients who need to be tested at their car outside our health center.
- **Keeping our Patients Home:** Only patients who require an in-person evaluation or service are brought into our health centers. The majority of Medical, Behavioral Health and Medication Assisted Treatment (MAT) visits are now provided through video and phone visits. Most of our classes and support services are also available over the phone.

COVID-19 has certainly altered the healthcare industry and changed the way we look at providing care. However, even with the implementation of a new work environment, we have been proud to be able to accept new patients when they needed us the most.

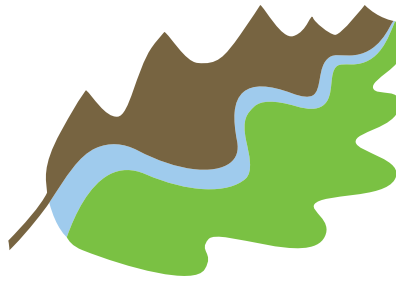
Since the beginning of the pandemic, Chapa-De has accepted 426 new patients in our medical department.

## *Department List*

- Medical Care
- Dental Care
- Orthodontic Care
- Optometry Services
- Behavioral Health Services
- Prenatal Care and Baby Luv Program
- On-Site Pharmacy
- Diabetes Prevention and Care
- Phlebotomy / Lab Services
- Substance Use Disorder Services, including Medication Assisted Treatment for Opioid Addiction
- Telehealth Services
- Medication Therapy Management
- Wellness Groups and Classes
  - Diabetes and Pre-Diabetes Classes and Support Groups
  - PACE for Chronic Pain
  - Stop Smoking Classes / Support Groups
  - Exercise Classes







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