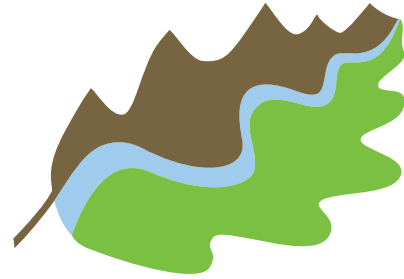
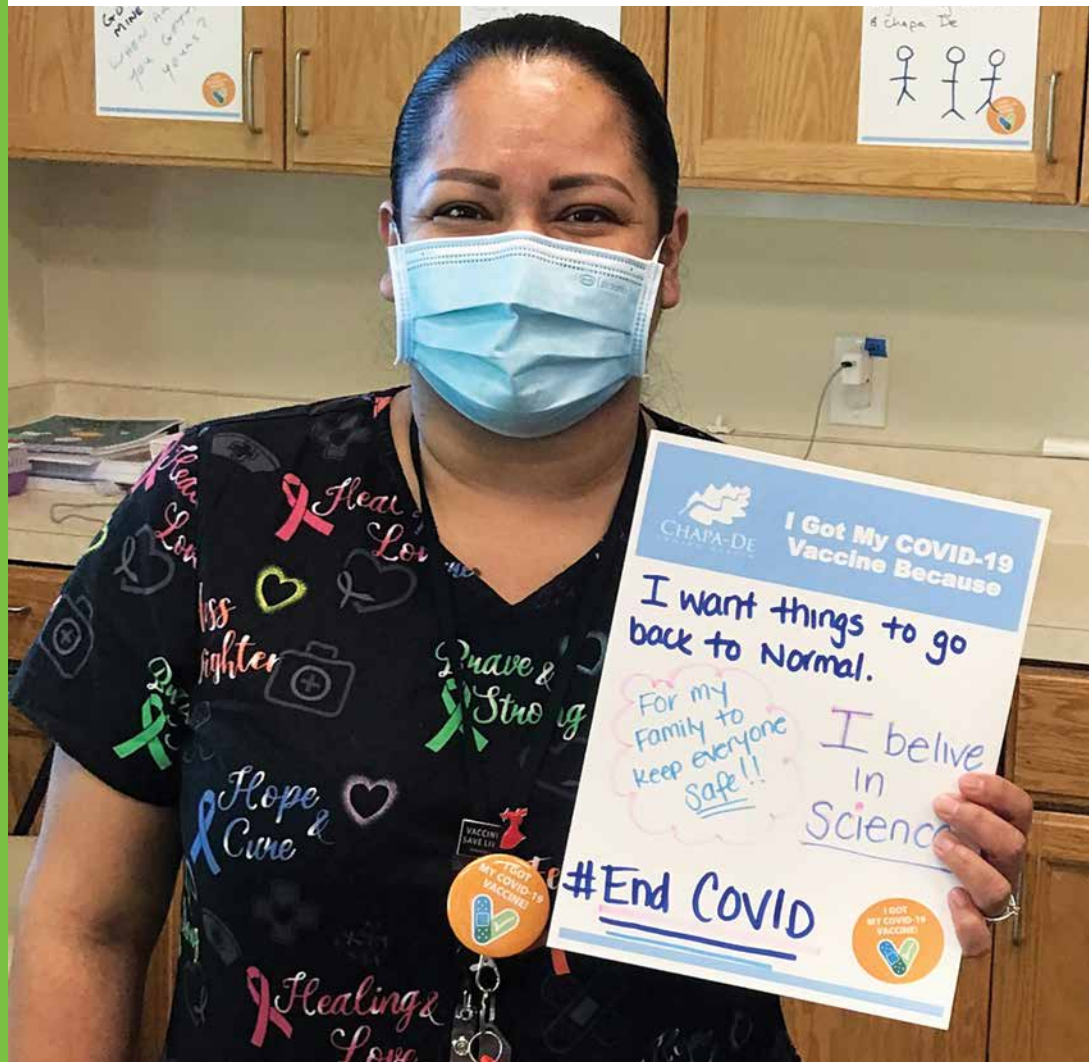


*Passionate People. Compassionate Care.*



CHAPA-DE  
INDIAN HEALTH

**2020**  
*Annual Report*





CHAPA-DE  
INDIAN HEALTH

*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,

Last year was a historic year for Chapa-De Indian Health. The COVID-19 pandemic challenged our team in ways that we never thought possible. In a matter of days, we found ourselves completely altering the way in which we delivered patient care.

Our team acted carefully, followed health guidelines and used their experience in the field to develop a series of comprehensive safety precautions to protect the health of our patients, staff and community. We increased our cleaning and disinfecting protocols and began proactive health screenings for all patients. In

addition to requiring that our staff and patients wear protective facemasks, we began to offer drive-thru testing for patients who experienced symptoms of COVID-19.

We also expanded our telehealth services to meet the growing needs of patients, allowing them to have access to healthcare services while at home. Being able to provide video and phone visits directly between Chapa-De patients and care teams was a big shift. In fact, roughly 50% of all medical visits and nearly all Behavioral Health appointments were successfully completed via telehealth in 2020. Most of our classes and support services were also available to patients over the phone.

When I reflect back on how the pandemic evolved and progressed throughout 2020, I am so proud of our dedicated team at Chapa-De. During an unprecedented time, our team remained devoted to continuing to provide exceptional, compassionate care to our patients.

Now, more than ever, Chapa-De is committed to the health and wellness of our employees. It is so important that our team feels valued and empowered as they continue to show up day in and day out to ensure our patients have access to the healthcare services they need and deserve.

In doing so, we are encouraging our employees to schedule time off and to practice regular self-care. We have removed PTO caps and are paying out the portion acquired beyond the cap as we recognize the inability to take true vacation time during the pandemic.

We also understand that many of our employees are balancing a demanding work schedule while providing childcare and homeschooling. In 2020, 252 employees were granted a leave of absence or intermittent leave, 125 employees utilized the EDD Workshare Program and all employees maintained full benefits during a furlough or reduced work schedule.

While last year presented many difficulties, we have great hope for the future. We are currently administering the COVID-19 vaccine to all Chapa-De patients age 18 and over. The renovation of our health centers is also nearly complete and will allow for expanded clinic and office space.

As we enter 2021, we remain optimistic and look forward to another rewarding year of notable achievements.

Sincerely,

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 Haitsma, 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 and Patient*  
*Engagement*

Amy Eargle, PhD  
*Behavioral Health Director*

Nicole Conzoner, RN  
*Director of Nursing*

Debbie Arvay  
*Medical Practice Manager*

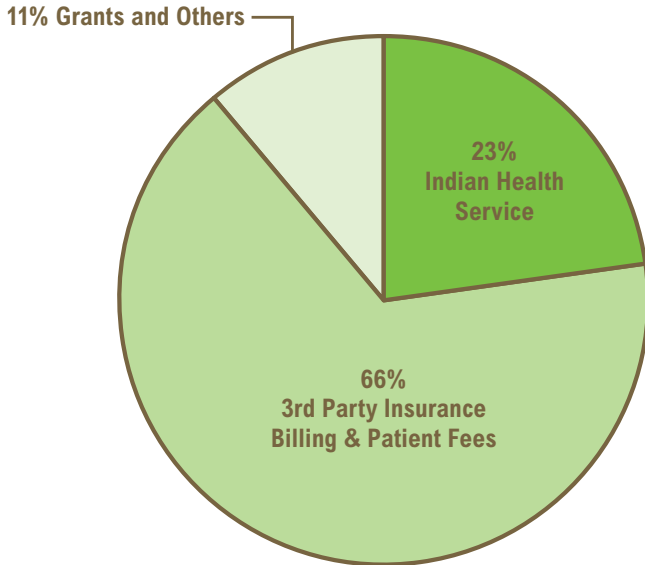
Cathy Murchison  
*Dental Administrator*

Pam Padilla  
*Administrative Services Director*

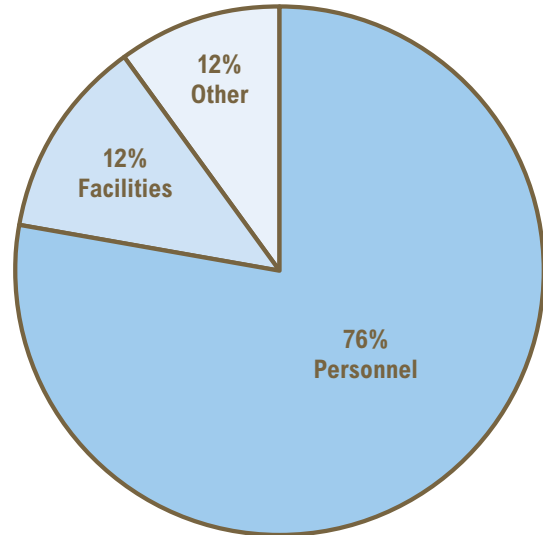
Anthony Reyes  
*Human Resources Director*

# Budget

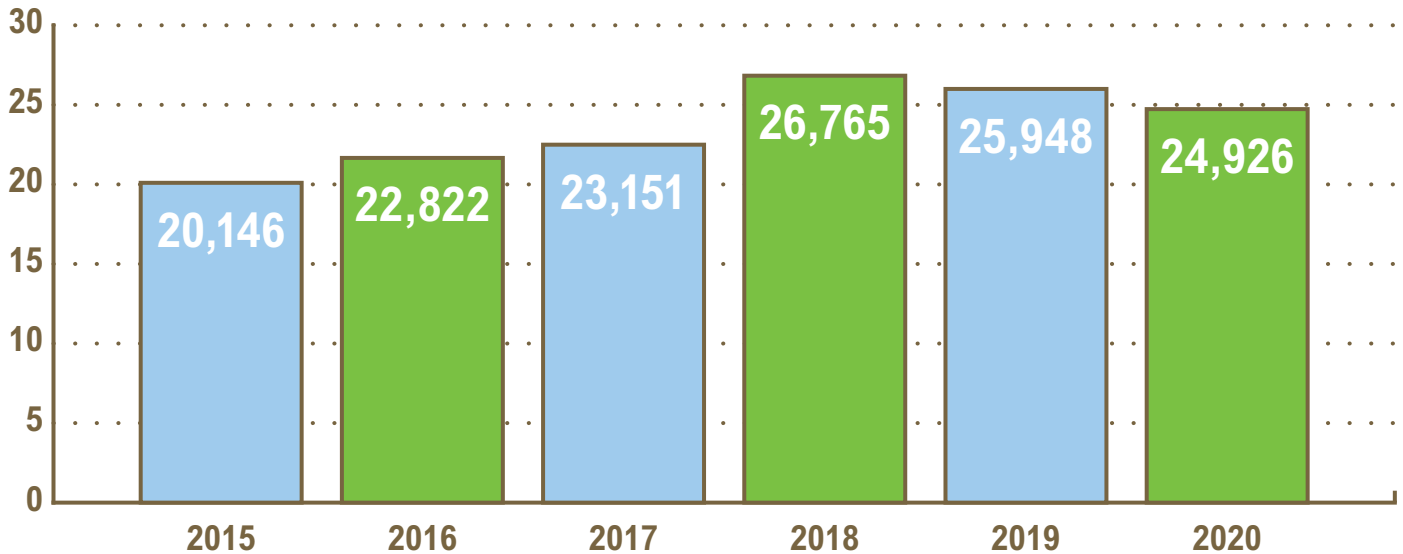
### Revenue



### Expenses



# Our Patients



Active Patients\*:

**24,926**

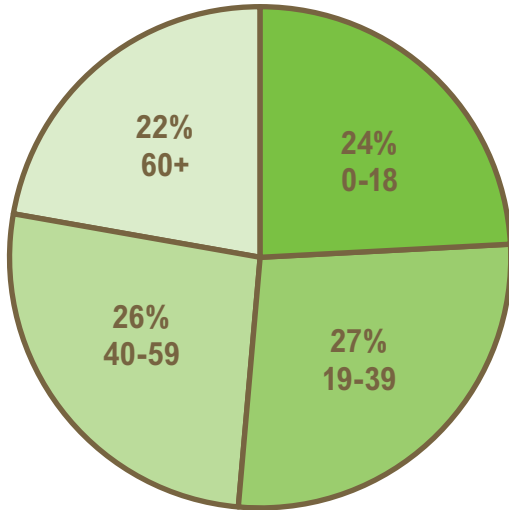
Patients Seen in 2020:

**15,625**

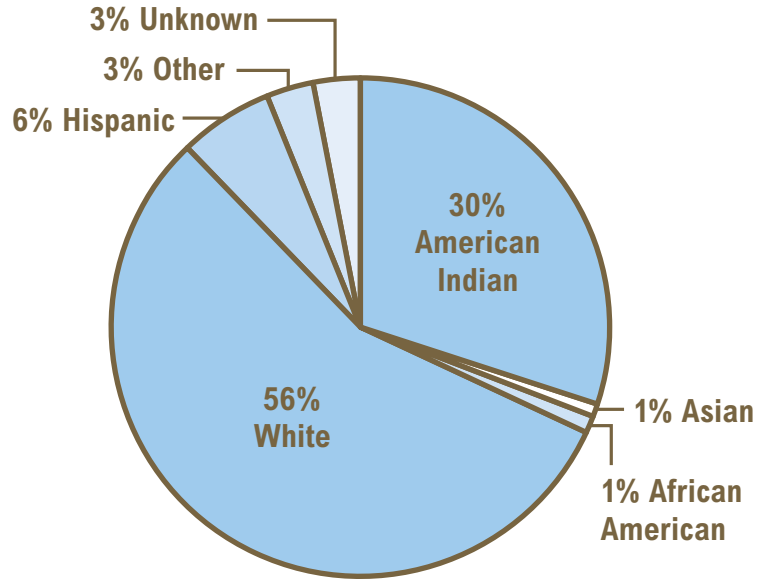
\*Have had at least one visit in the last three years

# Patient Demographics

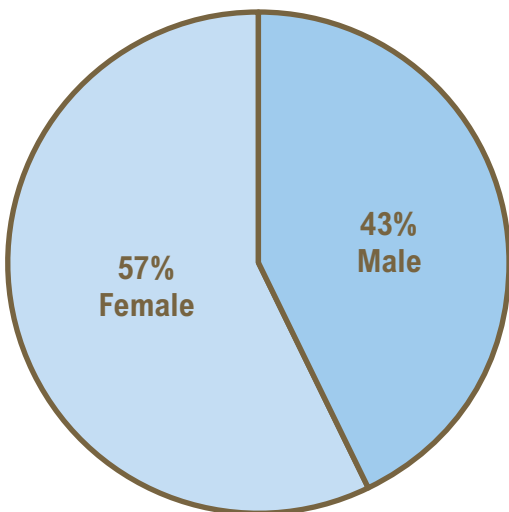
## Age



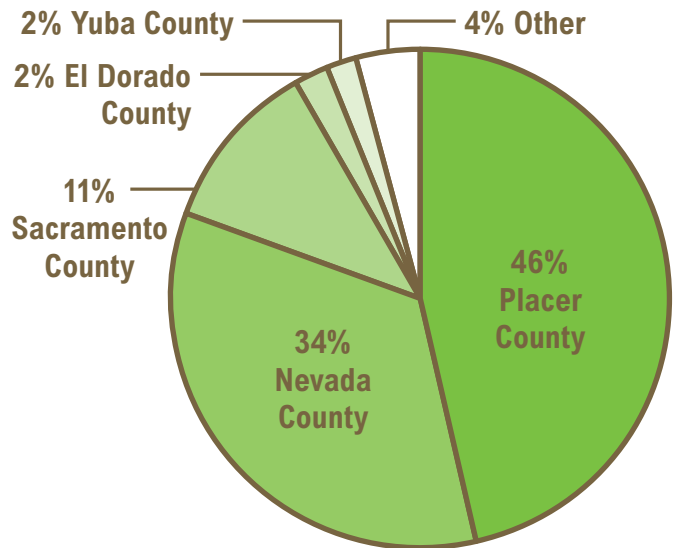
## Ethnicity



## Gender



## Location



## *Patient Visits:*

**76,141**

MEDICAL:  
**36,076**

BEHAVIORAL HEALTH:  
**12,624**

DENTAL:  
**24,530**

OPTOMETRY:  
**2,911**

## *Other Key Encounters*

Lab Services: **6,561**

Diabetes Case Management: **2,535**

Lifestyle Education & Classes: **2,078**

Telehealth Services with  
Outside Specialists: **1,179**

Substance Use Disorder  
Case Management: **948**

Dietitian Services: **864**

Clinical Pharmacy Services: **490**

Childhood Immunizations: **320**

Pregnancy Case Management  
& Support: **402**

Smoking Cessation: **40**

Retinal Screening: **33**

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

**1** Dental Services

**2** Anxiety and Depression

**3** Well Child Visit

**4** Hypertension

**5** Respiratory Symptoms

**6** Diabetes Care

**7** Immunizations

**8** Substance Use Disorder

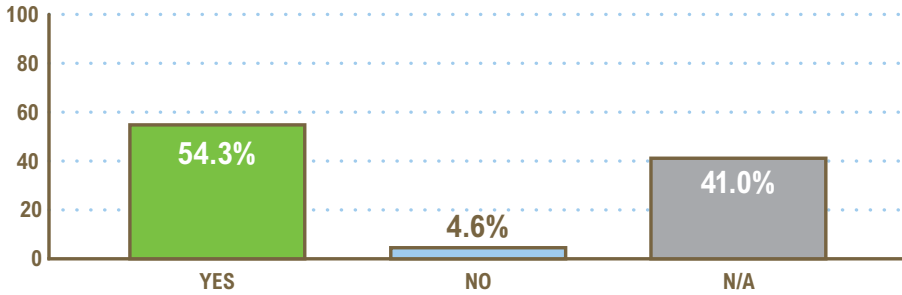
**9** Medications

**10** Wellness Exams

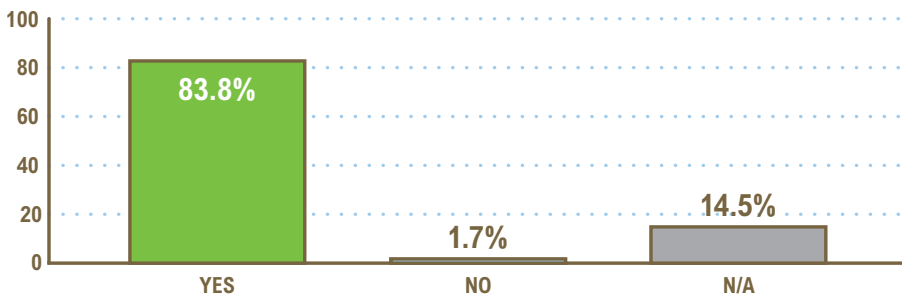
# Patient Satisfaction

Data is based on feedback from patient surveys who sought medical services over a 3-month period.

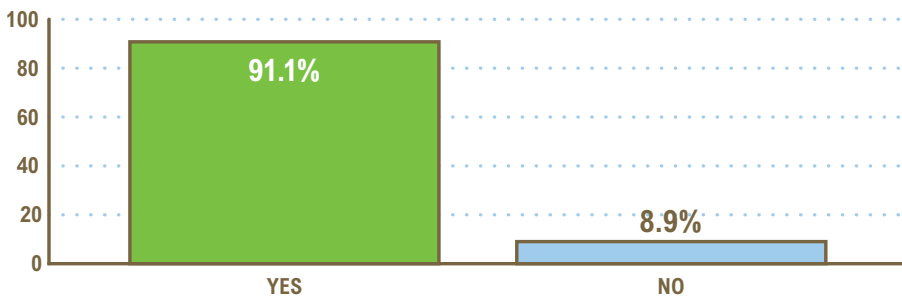
**If you called to get an appointment for urgent care, did you get it?**



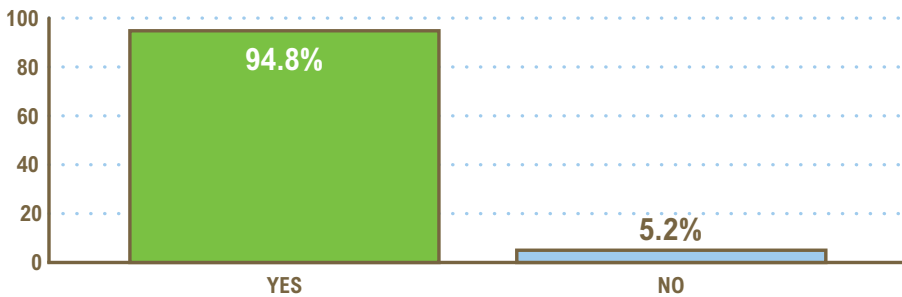
**Were you able to get an appointment for routine care within one month of your call?**



**Did your provider seem to know the important information about your medical history?**



**Did your provider listen carefully to you?**



## WHAT OUR PATIENTS SAY

“Referrals, appointments, dentals, pharm, etc. Chapa-De is the most efficient healthcare provider I’ve come across in many years. Zero aggravation, referrals immediately sent to the receiving providers, pharmacy – never an issue, dental - never an issue. Staff is always attentive, pays attention, etc.”

– Nancy S.

“I’m constantly impressed by the concerned caring attitude of the staff. It’s like I’m a family member not a “patient”! Michelle especially is a treasure. I look forward to seeing her although I hate being “Stuck”! I Like the new Dr!!”

– Anita W.

“This place has been absolutely amazing. I almost don’t want to name my doctor b/c I don’t want her to get too many more patients! The staff is amazing and kind Sarah Bland is wonderful. This is the best treatment I’ve ever received even when I had PPO insurance. So grateful for the staff and doctors here. Kindness all the way” – Heather S.

“I am so amazed at the excellent quality of care and service given by everyone from the doctors, medical staff, office staff, and auxiliary staff. This promotes a serene sense of efficiency, warmth and healing calm - stability. You go the extra mile to meet our, the patients, needs. For instance, I have a history of CHD and chest pain. My BP machine broke and I could not keep track of my BP. Dr. Quion sent me a BP machine so I could do it at home. My BP is stable now and I have peace of mind. Thank you, Chapa-De for all your good work. God bless you.” – Beth P.

# 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) • \$100,000**  
Kaiser Permanente
- **Telehealth • \$118,000**  
Center For Care Innovations / Tides Foundation /  
California Healthcare Foundation
- **Dental Transformation Initiatives • \$142,853**  
California Department of Health Care Services  
(DHCS) and California Rural Indian Health  
Board (CRIHB)
- **Treatment of Opioid Addiction • \$584,000**  
Hub & Spoke Program through DHCS
- **Population Health Learning Network  
Project • \$30,000**  
Center for Care Innovations / Tides Foundation,  
California Healthcare Foundation & Dignity Health
- **Addiction Treatment Starts Here:  
Primary Care Project • \$50,000**  
Center for Care Innovations / Tides Foundation,  
California Department of Health Care Services  
and Cedars-Sinai
- **Perinatal Case Management • \$156,250**  
DHCS Indian Health Program
- **MAT Access Points Project • \$100,000**  
The Center at Sierra Health Foundation
- **Tribal Opioid Response Program • \$355,508**  
Substance Abuse and Mental Health Services  
Administration (SAMHSA)
- **Telehealth Services for Case Managers  
and Clinical Pharmacist • \$30,000**  
Sutter Health
- **COVID-19 Response • \$18,080**  
The Center/Sierra Health Foundation
- **Behavioral Health Integration • \$100,000**  
HealthNet
- **COVID-19 Telehealth • \$123,125**  
HealthNet
- **COVID-19 Response • \$326,939**  
Centers for Disease Control and Prevention (CDC)
- **COVID-19 Tribal Public Health Capacity –  
Building and Quality Improvement • \$209,000**  
California Rural Indian Health Board (CRIHB) /  
Centers for Disease Control and Prevention (CDC)
- **Placer Community Foundation**
  - **Mask-Up Placer Campaign • \$2,500**
  - **Self-Care Grant • \$4,500**
  - **Placer County / Placer Community  
Foundation • \$10,000**  
Placer Shares Grant
  - **Patient Transportation to Healthcare  
Appointments • \$1,500**  
Charles and Gail Muskavitch Endowment
  - **General Operating Support • \$2,600**  
Robert Kemp Community Endowment Fund
- **Pediatric Care Manager • \$106,800**  
HealthNet
- **Road to Resilience • \$46,916**  
First5 Placer
- **Drive-Thru Flu Shot Clinics • \$30,000**  
Sutter Health
- **Medical Equipment & Staff Training • \$69,500**  
Anthem Blue Cross



# COVID-19: Strength & Resilience

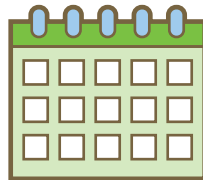
Our team at Chapa-De illustrated exceptional strength and resilience during 2020. We have been challenged to adapt and alter almost everything about the way we deliver patient care. **Through it all, our team has proven to be innovative and compassionate in everything that we do.**

At Chapa-De, we recognize that it is more important than ever before to show our gratitude and appreciation to our exceptional team. Over the last year, we realize that employees have faced many challenges both professionally and personally. **Our goal is to always serve as a supportive resource for employees and to help ease stress and anxiety related to the pandemic.**

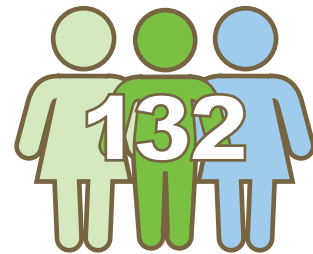
## CHAPA-DE IS DEDICATED TO THE HEALTH & WELLNESS OF OUR TEAM



Chapa-De removed PTO caps and began paying out the portion acquired beyond the cap



Chapa-De encouraged employees to schedule time off and to practice regular self-care



employees were granted a leave of absence or intermittent leave



employees utilized the EDD Workshare Program



All employees maintained full benefits during a furlough or reduced work schedule



hours of paid Emergency Family Medical Leave and Emergency Paid Sick Leave were approved for employee assistance directly related to COVID-19



### DR. DIECKMANN

“Chapa-De is a vibrant team of supportive, caring people who are committed to helping our patients as much as we possibly can,” Dr. Dieckmann shares. “I feel lucky to have the ability to work for a health center that enables me to care for all people, regardless of their financial situation.”



### DR. OLDACH

“I believe that Chapa-De is doing a really good job of protecting patients and staff during the pandemic,” said Dr. Oldach. “Through the use of telemedicine, video, phone and in-person appointments, we are able to continue to provide excellent care – even when we are not face to face with patients.”



### DR. TOMLIN

“I am impressed by the dedicated leadership at Chapa-De and our ability to continue to meet the growing needs of our communities,” Dr. Tomlin shares. “Our mission is simple. We are here to advance the health and well-being of American Indians and low-income individuals by providing quality, compassionate, patient-centered care to all people.”

# COVID-19: Telehealth

The COVID-19 pandemic escalated quickly. It brought dramatic changes nearly overnight to the way we serve our patients. The Chapa-De team is adapting to meet the needs of our community. Telehealth services at Chapa-De have allowed us to provide the same compassionate care, while promoting the health and safety of our patients and team members. Telehealth is another safeguard against the spread of COVID-19.

Chapa-De's telehealth services have seen remarkable rates of utilizations throughout the pandemic. About half of all medical visits and nearly all behavioral health appointments were completed via telehealth. We have seen a correlation between COVID-19 rates and telehealth utilization. As COVID-19 rates have gone up, more people have accessed care through telehealth services.

**Many of our programs and services have transitioned to telehealth:**

## DIABETES DEPARTMENT

The different groups and classes through Chapa-De's Diabetes Department are being offered virtually.

## REMOTE BLOOD PRESSURE MONITORING PROGRAM

The transition to telehealth appointments has been instrumental in promoting the health and safety of our patients and team members during the ongoing COVID-19 pandemic. However, it can be challenging to gather important information during telehealth appointments. This includes accurate and reliable blood pressure readings. For patients who have or are at high risk for heart disease, it is essential that blood pressure is evaluated regularly.

Chapa-De has been participating in the Kaiser Permanente Preventing Heart Attacks and Strokes Every Day (PHASE) Collaboration for several years to help patients achieve healthy blood pressure. Starting in April 2020, the PHASE team shifted to focus on obtaining quality blood pressure readings over a telehealth appointment. As a result, the team now works with medical supply pharmacies that distribute

blood pressure monitors to patients whose insurance covers the monitors. For those who are uninsured or whose insurance does not cover the equipment, blood pressure monitors are purchased using grant dollars received from Kaiser Permanente's PHASE Grant program.

The PHASE team has also developed procedures on how to educate patients and obtain reliable readings. These readings are important for healthcare professional use in making medical decisions.

Since the start of this program in April 2020, nearly 800 Chapa-De patients have received blood pressure monitors to use at home. Patients in this Self-Monitored Blood Pressure (SMBP) Program have better blood pressure control than patients who do not participate in the program.

As of October 2020, 65% of patients in the SMBP Program had controlled blood pressure, compared to 61% of all Chapa-De patients with hypertension. Additionally, 60% of American Indian patients in the SMBP Program had controlled blood pressure, compared to 53% of all American Indian patients with hypertension. As of February 2021, the number of patients with controlled blood pressure has continued to grow.

## SUBSTANCE USE DISORDER / MEDICATION ASSISTANCE TREATMENT

Addiction/Substance Use services have transitioned to telehealth appointments and virtual group visits. Medications are available through curbside pickup.

Telehealth services help many patients access the care they need. Previous barriers, such as transportation challenges, are removed through telehealth care. Additionally, our Behavioral Health department has seen lower rates of no-show appointments. This means more patients are following through and making it to their appointments. However, there are still some ongoing challenges for low-income communities, in the form of internet connections, devices, and other issues. To address this Chapa-De has created a safe space for our patients to receive in-person care when needed.

## EMPLOYEE TESTIMONIAL

“COVID-19 changed our department greatly. At first, we stopped seeing patients for exams. We were only open for phone calls, repairs, orders, or dispensing of glasses. It was very rare that we had people come into the office. The end of June 2020 is when we got the green light to open for exams, implementing new environmental and engineering controls. What used to be easy is now different, but it’s working.”

– Loni Nofziger,  
Patient Services / Optometry

## COVID-19

Throughout the COVID-19 pandemic, infection control has been essential to keeping patients and staff safe and our facilities as low risk as possible.

With the new systems and regulations in place, we were able to provide services throughout the pandemic. From strict screening processes and environmental & engineering controls, our team has the ability to continue care in a safe way.

### Environmental & Engineering Controls Include:

- New Equipment to Capture Aerosols in Dental
- HVAC Filtration
- Plexi Barriers
- Social Distancing
- Frequent Cleaning

Our Optometry department in particular has benefitted greatly from our infection control processes. For our optometrists, care requires our patients and providers to be in close proximity. COVID-19 has posed some hurdles to this. With the use of the engineering controls, we were able to safely reopen our optometry department.



## COVID-19: Testing and Sick Visits

Chapa-De is proud to provide drive-thru testing for patients who are experiencing symptoms related to COVID-19. During drive-thru tests a medical provider meets the patient at their car outside our health center. **We performed over 3,041 COVID-19 tests in 2020 across our two health centers.**

Running the drive-thru COVID-19 testing site features a variety of extra precautions and tasks for team members. These are designed to promote the health and safety of our patients and the Chapa-De team. Drive-thru providers wear full protective equipment.

For the patients who have tested positive or are symptomatic, we have been able to use the drive-thru facility for visits to provide some care. Care can include management of COVID-19 symptoms, as well as treatment for other health concerns. Oftentimes, a complete medical visit can be accomplished in the comfort of a patient's vehicle.

Dr. Alinea Stevens says she has been challenged in many ways during the COVID-19 pandemic. “During such unprecedented times, Chapa-De providers have been forced to get creative and to think outside of the box when providing patient care. While working at our drive-thru test site, I have given vaccines and steroid injections while also seeing patients for a number of ailments. This has been both challenging and extremely rewarding.”

*“We look like astronauts in a space suit. We wear a full gown and double gloves, with an N95 mask and face shield or a PAPR. We have our picture placed nearby so patients have a better look at who we are underneath.”*

*– Dr. Alinea Stevens, Medical Director & Physician*





## COVID-19: PPE

Access to personal protective equipment, or PPE, has continued to affect our health centers throughout 2020 and beyond. Maintaining our stock of necessary equipment and supplies has been a top priority.

Due to the demand imposed by the pandemic, we have had to order supplies such as gloves and sanitizing wipes in smaller quantities and more often. As of now, Chapa-De is still unable to purchase N95 respirators through our typical vendors and supply chain. Instead, many of our team members have used Powered Air Purifying Respirators (PAPR). PAPR units are more expensive but are reusable.

Placer County and Nevada County's emergency response channels have also supplied us with N95 respirator masks to aid us in our COVID-19 response efforts. As the pandemic continues, we expect to see these shortages continue as well. Our team members will continue to dedicate a great deal of time and effort to securing the supplies we need to fight COVID-19, and to meet the healthcare needs of our community.



## COVID-19: Dental Impact Highlight

In response to the COVID-19 pandemic, health centers around the world stopped or altered many non-emergency healthcare services. That includes the dental department at Chapa-De. In the early stages of the pandemic, we closed our dental department to all non-emergency services. This resulted in the furlough of 36% of our dental department team members.

As we learned more about COVID-19, we were able to resume non-emergency dental care appointments. Appointments were scheduled in the order of priority based on factors such as severity and amount of time they have been waiting. Many new protocols were established to promote health and safety during dental appointments. We carefully follow the infection control recommendations made by the American Dental Association (ADA), the U.S. Centers for Disease Control and Prevention (CDC) and the Occupational Safety and Health Administration (OSHA).

### Some protective measures include:

- Operating at a reduced capacity to ensure physical distancing
- Scheduling time between appointments for thorough disinfecting
- COVID-19 symptom screenings during appointment scheduling and appointment check-in
- Using additional protective equipment
- Requiring face coverings for team members and patients
- Providing hand sanitizer throughout our health centers
- Requesting only scheduled patients enter the building (one caregiver can join minor children, elderly patients and those with special needs)
- Removing items that are difficult to disinfect, such as magazines and children's toys

Chapa-De is committed to providing dental care services to our established patients and are proud to be providing dental care once again.

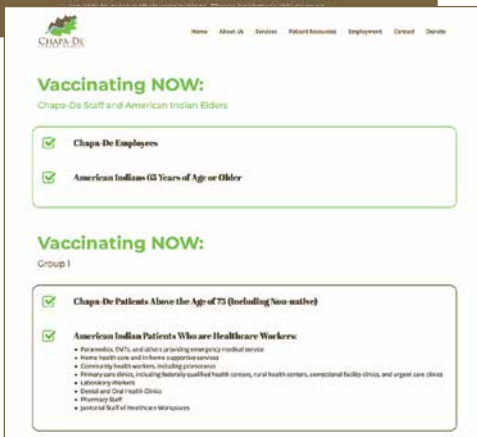


# COVID-19: Educating our patients and the community to stay safe and healthy



The Chapa-De team has worked hard throughout the COVID-19 pandemic to educate our patients and the community. We have focused many efforts on promoting the health and safety measures that can reduce the spread of COVID-19. Through sharing information digitally via our website and social media accounts, and direct communication to patients and community members, we believe the best tool in the fight against COVID-19 is knowledge.

In preparation for the COVID-19 vaccine rollout, we created a vaccine schedule webpage to clearly state which groups were eligible to receive their vaccine at one of our health centers. We are following guidance from the department of health and the CDC based on age and other risk factors to prioritize who is eligible.





## Future

Before the COVID-19 pandemic, we drafted plans to expand our services, creating more room for more patients and providers. Those plans were changed, and we refocused our attention on providing increased safety as our staff continued to provide critical healthcare services and fight the COVID-19 virus.

Now our newly renovated and expanded spaces allow for more distance between patients and staff and other measures to keep everyone healthy and protected.

As we look to the future, we are assessing how best to grow our patient panels and team of providers. At the beginning of 2021, we completed renovations at our Auburn health center and plan complete renovations in Grass Valley in the Spring of 2021. More than 17,000 square feet of space will have been renovated across both of our health centers.

**Chapa-De Indian Health is committed to growing to meet our community's needs, now and in the future.**

*“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. While the changes we are making will allow us to better serve our community in the immediate future, we must stand ready for anything in the future and that is something our team is prepared to do.”*

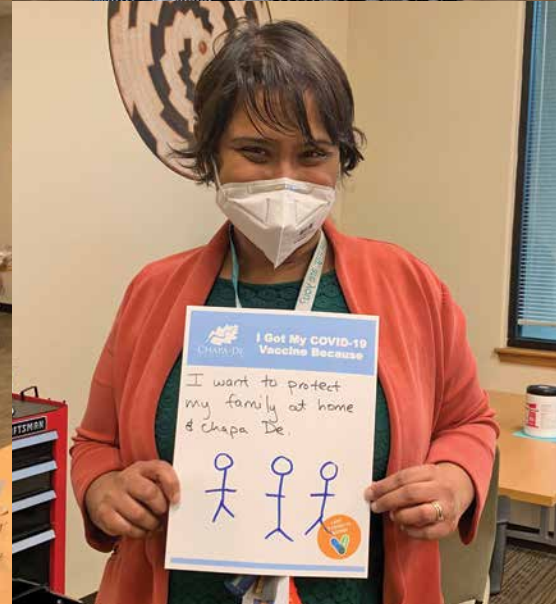
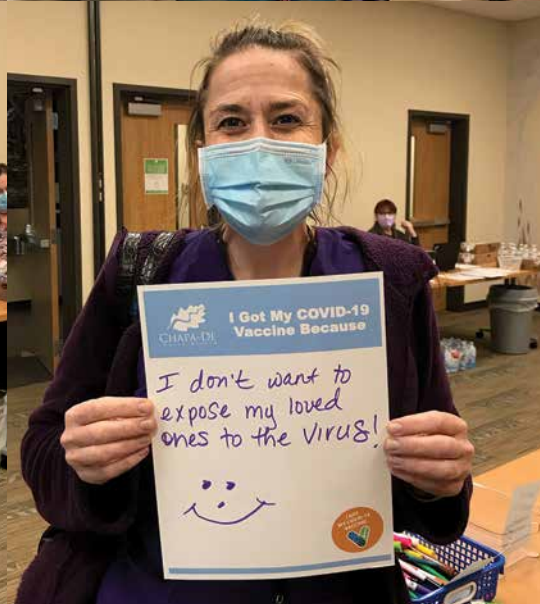
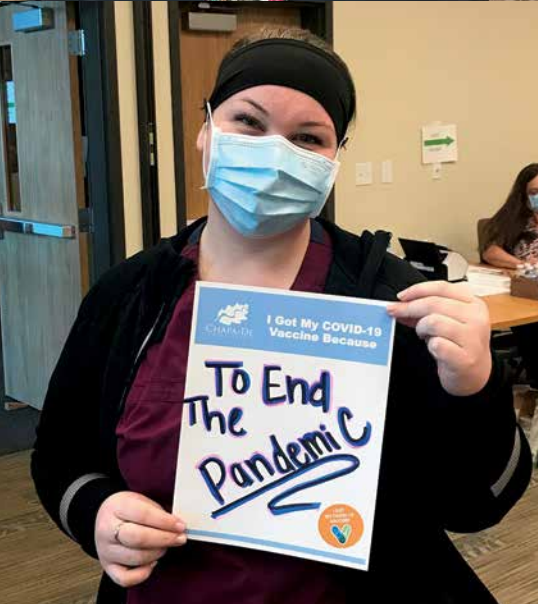
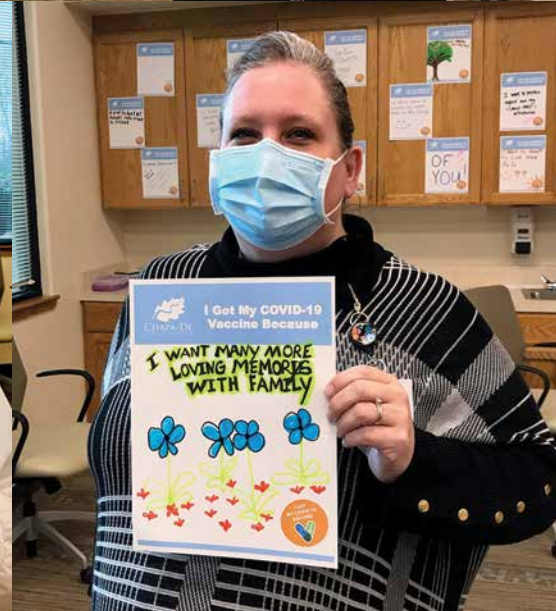
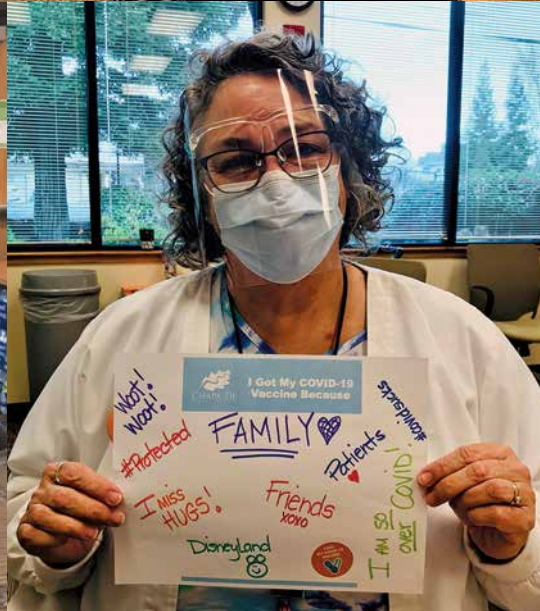
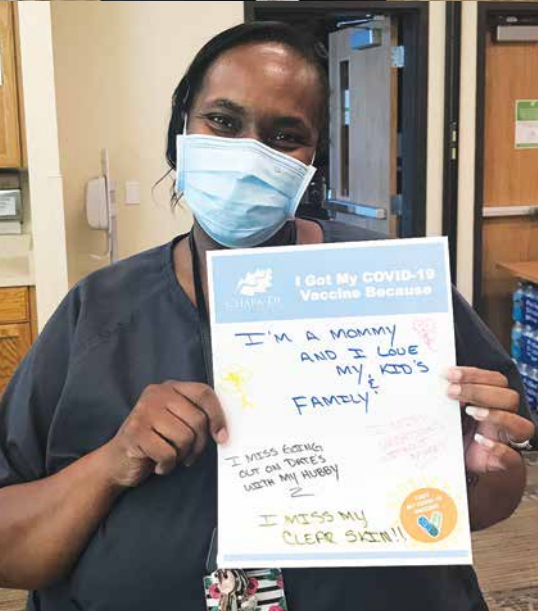
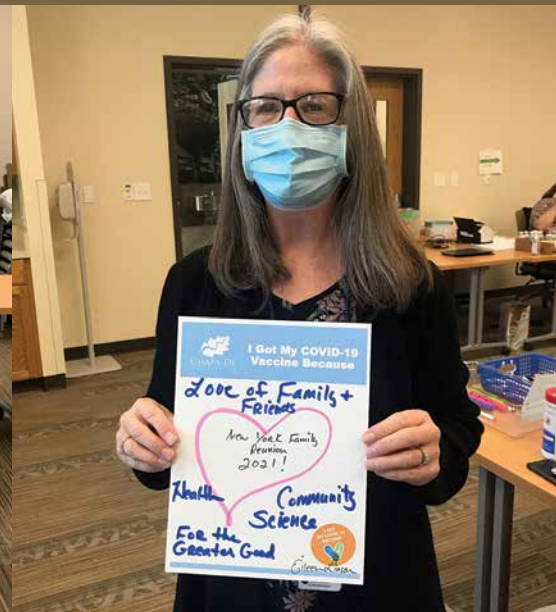
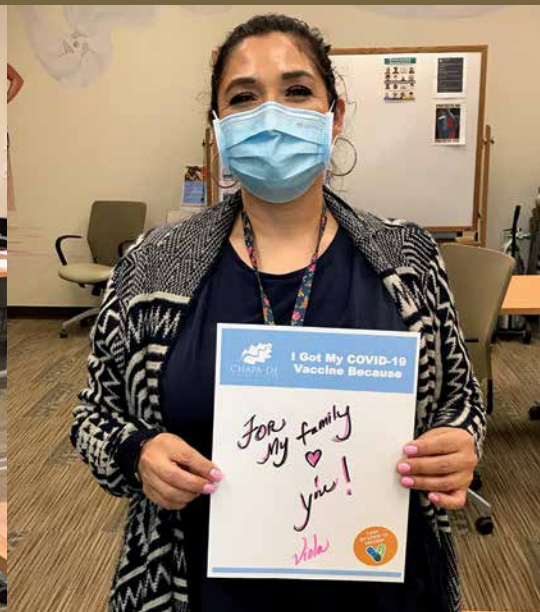
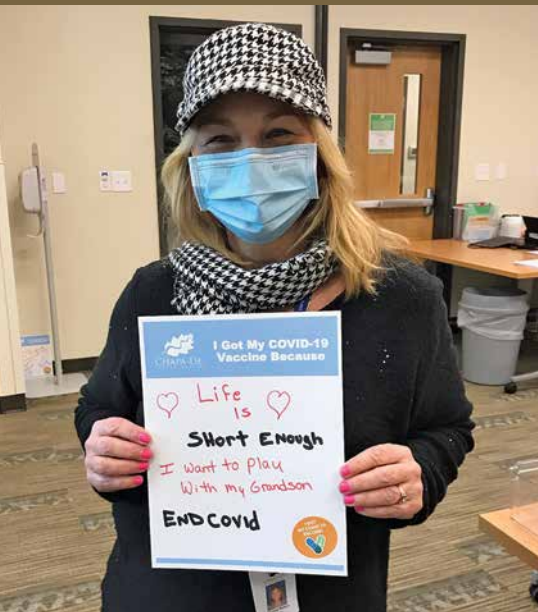
*– Lisa Davies CEO of Chapa-De Indian Health*

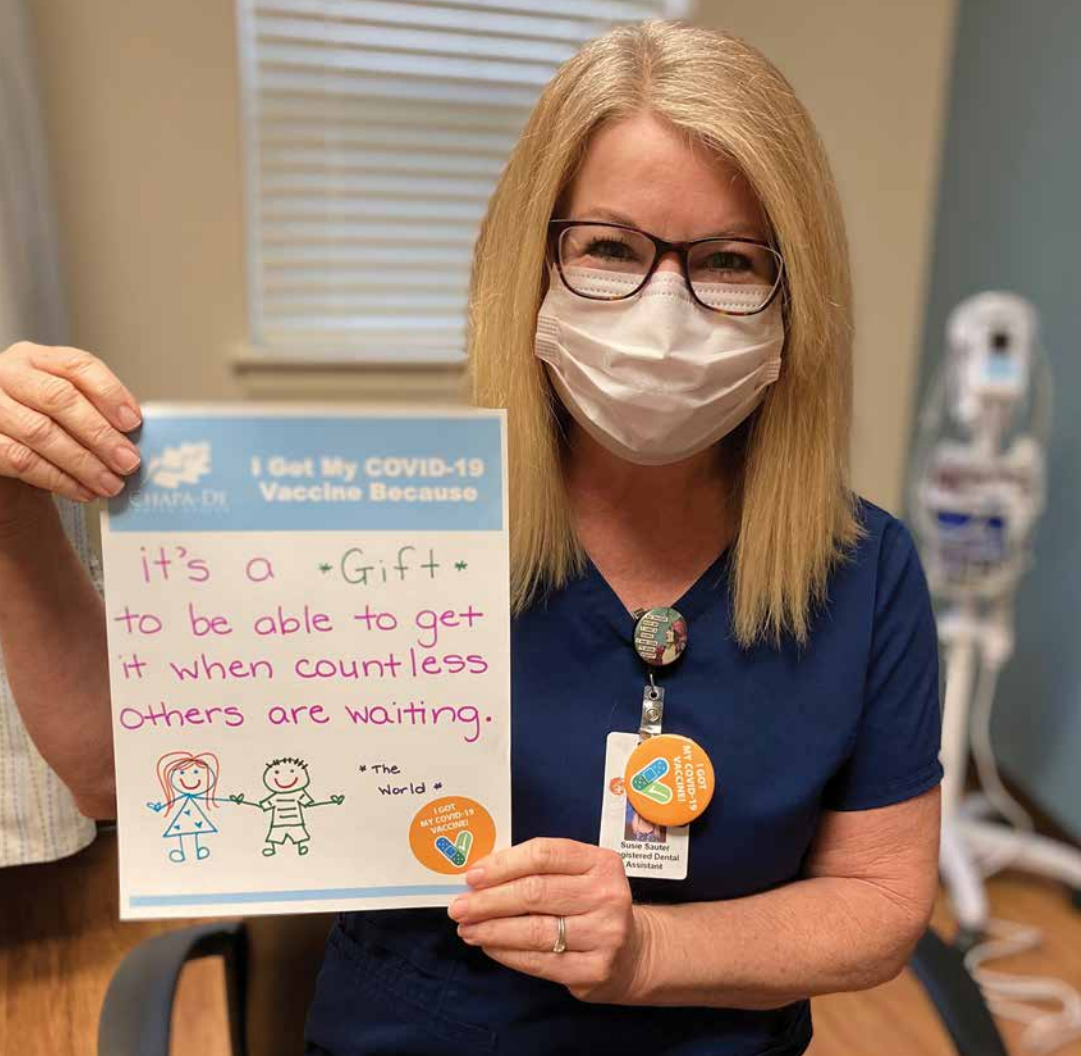




## *Departments*

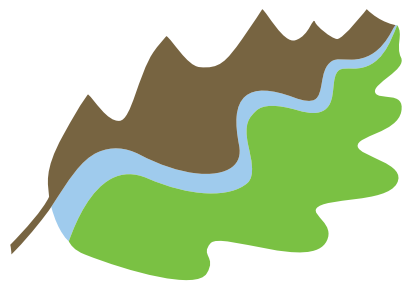
- Medical Care
- Dental Care
- Orthodontic Care
- Optometry Services
- Behavioral Health Services
- Prenatal Care and Baby Luv Program
- On-Site Pharmacy
- Diabetes Prevention and Care
- Phlebotomy / Lab Services
- Substance Use Disorder Services, including Medication Assisted Treatment for Opioid Addiction
- 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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**CHAPA-DE**  
INDIAN HEALTH

*Passionate People. Compassionate Care.*