



2023 Community Benefit Report



John Muir Health celebrates the outstanding work of our staff, providers, and community partners over the past year to advance our mission to improve the health of the communities we serve with quality and compassion. Our commitment to excellence in patient care parallels our dedication to improving the health of our entire community.

Based on community feedback during our community health needs assessment process, we have invested in 33 partnerships addressing **Healthcare Access and Delivery, Behavioral Health, Housing and Homelessness Prevention** in communities with the fewest needs and the least resources.

A key element of this work is addressing **Structural Racism** both through our internal commitment to Belonging and Equity, and intentional grant funding to support our community partnerships. John Muir Health has made impressive progress with Belonging & Equity becoming embedded in our systems, structures, policies, and culture, but we know we must do more.

As you will see throughout this report, John Muir Health partners with local non-profit organizations, school districts, food banks, and health programs. Each plays a vital role in executing our three-year vision across Alameda and Contra Costa Counties.

***As a not-for-profit health system,
we serve our entire community
with quality and compassion.***

Front cover: John Muir Health staff volunteer with her daughter at our annual Backpack Drive.

I encourage you to learn more about the important work of several organizations, including the *Alameda County Community Food Bank*, *Goodness Village*, *Operation Access*, and *Support4Recovery*, that are highlighted this year. Through our partnerships and grant funding, we will continue to build on the foundations of teamwork and unity that define us.

Thank you to all of our staff, providers, and partners who are critical to these efforts and share our mission and vision.

Michael S. Thomas

Michael S. Thomas
President and CEO
John Muir Health



We support strengthening
our community partner
organizations through
intentional investments
that spur structural change.

Habitat for Humanity 2023 Women's Leadership Build.



Our Community Health Needs Assessment, informed by input from community stakeholders, guides our work and strategy to meaningfully improve the lives of vulnerable populations. Our programming for 2023, 2024, and 2025 focuses on the following priorities:

- **Structural Racism**
- **Healthcare Access & Delivery**
- **Behavioral Health**
- **Housing & Homelessness Prevention**





Jamie Elmasu, Director of Community Health Improvement at John Muir Health debuts the new Mobile Dental Clinic in collaboration with Ronald McDonald House Charities, Contra Costa County Oral Health Program, La Clínica de la Raza and Lifelong Medical Care.

The Power of Partnerships

Our impact in the community is strengthened due to the power of our partnerships with community-based organizations, local clinics, and other healthcare providers.

Through our partnerships, we address

Social Determinants of Health

Healthcare Access
Health Behaviors
Housing
Built Environment
Education
Food

Social Support
Employment
Income
Safety
Transportation



Rosa Hurtado and Saul Garcia Mobile Health Operators at John Muir Health.



Our Belonging and Equity Initiative

We are committed to addressing Structural Racism by investing in our non-profit partners and initiating change from within our health system through our Belonging and Equity Initiative.

We follow three guiding principles:

Leading with Race

Using race explicitly through an intersection framework to intentionally close the gaps so that race does not predict one's success, and improves outcomes for all.

Centering Voices

Uplifting experiences and centering the voices of people of color, gender minorities, LGBTQIA+ individuals, and other marginalized patients, staff, providers, and community members to inform the path forward.

Catalyzing Systemic Change

Utilizing data and equity strategies to facilitate systemic and institutional changes.

We initiate change from within our health system through our **Employee Resource Groups (ERGs)** which work internally to address disparities and health inequities experienced by John Muir Health patients, staff and physicians, and through collaboration with our community partners.

ERG Community-Benefit Activities include:

- 🍌 *I Belong High School Scholarship*: 18 scholarships awarded, totaling \$18,000.
- 🍌 Non-profit donations: financial and in-kind donations to 10 non-profit organizations.
- 🍌 Community events: 500+ people served, 5 events.
- 🍌 Community education: 500+ people served, 11 community engagements.



Community Benefit Programs & Partnerships

We proudly support multiple John Muir Health-led programs that provide direct services to our community. We provide grant partnerships with 33 nonprofit organizations and partner with five school districts to implement programs that address our top community needs.

John Muir Health-Led Programs

HEALTHCARE ACCESS AND DELIVERY

- Community School Nurse
- Diabetes Education Empowerment Program
- Every Woman Counts
- Lung Cancer Screening
- Mobile Health Clinic
- Ronald McDonald Mobile Dental Clinic and Dental Collaborative of Contra Costa
- Specialty Care Program

BEHAVIORAL HEALTH

- Beyond Violence
- Complex Community Care Coordination
- Restorative Justice Initiative

HOUSING AND HOMELESSNESS PREVENTION

- Mobile Health Clinic

WORKFORCE DEVELOPMENT

- CLIMB Near Peer Mentorship Program
- Family Medicine Residency Program
- Vulnerable Populations Curriculum Program
- Pharmacy Residency Program
- Nursing Residency Program
- Young Healers High School Program

Community Partnerships

HEALTHCARE ACCESS AND DELIVERY

- Contra Costa Health Services (Healthcare for the Homeless and Oral Health Program)
- Independent Living Resources ♦
- Inspiring Communities ♦
- Junior Achievement of Northern California ♦
- La Clínica de La Raza
- Lifelong Medical Care
- Meals on Wheels Diablo Region ♦
- Monument Impact ♦
- Operation Access ♦
- Order of Malta Clinic of Northern California ♦
- RotaCare Bay Area (Alamo, Concord, Pittsburg, Richmond) ♦
- St. Vincent de Paul ♦

BEHAVIORAL HEALTH

- Center for Human Development ♦
- Family Justice Centers of Contra Costa ♦
- Fred Finch Youth and Family Services ♦
- Meals on Wheels Diablo Region ♦
- Mental Health Connections ♦
- Monument Crisis Center ♦
- Monument Impact ♦
- NAMI of Contra Costa ♦
- One Day at a Time ♦
- Planting Justice ♦
- RYSE Center ♦
- Three Valleys Community Foundation
- Village Community Resource Center ♦
- Women's Cancer Resource Center ♦

HOUSING AND HOMELESSNESS PREVENTION

- Alameda County Community Food Bank ♦
- Contra Costa Health Services Healthcare for the Homeless
- Food Bank of Contra Costa and Solano Counties ♦
- Goodness Village ♦
- Healthy and Active Before Five ♦
- Hope Solutions ♦
- Philip Dorn Respite Center, CCC Housing and Homeless Services
- Shelter, Inc. ♦
- Support4Recovery ♦
- Trinity Center ♦
- Vituity Cares Foundation
- White Pony Express ♦

SCHOOL PARTNERS

- Antioch Unified School District
- Bentwood Union School District
- Kerosene Lamp Foundation (Backpack Drive)
- Mt. Diablo Unified School District
- Pittsburg Unified School District
- San Ramon Valley Unified School District

♦ Denotes structural racism grant funding.



Our Approach for Addressing Structural Racism

Health outcomes are directly impacted by racism and societal inequities. As part of our Community Benefit funding strategy, we are investing in each of our 33 community partner organizations explicitly to adopt interventions that promote equity within their individual organizations, boards, staff, and the community served. Each organization receives an additional \$5,000 per year, for three years, to support fundamental and lasting changes.

Structural Racism Intervention Practices





Community Health Improvement partner organizations attend our inaugural Structural Racism Learners Cohort session.

John Muir Health hosted two Learners Cohort workshops: Structural Racism Intervention and Equity in Data Collection. We are proud to showcase four examples in the following pages, of how the training and funds are being used to shift the non-profit landscape in our region. We are supporting a unified equity movement among our grantees.

Structural racism is defined as the totality of ways in which societies foster racial discrimination through mutually reinforcing systems of housing, education, employment, earnings, benefits, credit, media, health care, and criminal justice.¹

¹ Source: Bailey ZD, Krieger N, Agénor M, Graves J, Linos N, Bassett MT. Structural racism and health inequities in the USA: evidence and interventions. *Lancet*. 2017;398(10077):1453–1463.

*We are here to eliminate barriers,
provide interpreters, and help
with transportation or travel
to get patients into vital
treatment—and John Muir Health
is one of our greatest allies.*



Operation Access

Opening Doors to Equity

In 2023, John Muir Health-affiliated providers volunteered to perform 309 surgical procedures and diagnostic services for 245 uninsured patients through Operation Access.

The focus of Operation Access has always been on providing diagnostic and surgical services for those in need. The organization helps level the playing field for people who are low income, uninsured, and facing structural and systemic inequality by matching them with volunteer medical professionals for services at no cost.

A longtime partnership with John Muir Health allows Operation Access to coordinate donated services at Brentwood Imaging and our Concord and Walnut Creek hospitals. A remarkable cadre of 30 John Muir Health-affiliated surgeons, nurses and staff who provide imaging, ancillary services, and care coordination make up this team.

“We were excited to receive the grant for targeted structural racism funding,” says Marilyn Sanchez, Sr. Program Coordinator. “Our staff is working on training and workshops, staff and leadership development, and new HR policies and practices. As a result, we are strengthening our organization to equalize access to the same high-quality care that an insured adult receives.”

According to Nadia Thind, Associate Director, “most Operation Access patients come from Mexico, South America, or Central America, and have often experienced discrimination.”

She notes that in their culture, many patients have an ingrained fear of asking questions of those



Marilyn Sanchez
Sr. Program Coordinator
Operation Access



Nadia Thind
Associate Director
Operation Access



they respect, such as doctors. “There is also an obvious fear of seeking care when people don’t look like you or aren’t familiar with your background. They may feel undeserving. And if their elders didn’t go to the doctor, they may think they shouldn’t either. We are here to eliminate barriers, provide interpreters, and help with transportation, or travel to get patients into vital treatment—and John Muir Health is one of our greatest allies.”

Creating Patient Ambassadors

Nadia points out that the staff is now recruiting former patients who want to give back by encouraging others to trust Operation Access, and share their own experiences.

“It’s a long process to solve structural racism. We’ve started the work involved in equity and want to continue. Many organizations focused on equity around the time of the George Floyd murder, but not everyone stayed with it. We don’t want to put out just one message, we want to continue the work.”



We developed templates of questions for the patients to have ready for the surgeon, so that they leave with no doubts.

Tools to Empower

One specific way the staff helps patients with cultural differences is by putting tools in their hands to help them confidently ask questions before their procedures.

Your upcoming appointment is your opportunity to ask the doctor questions about your medical condition and treatment options, for example:

- ✓ **Are there alternatives to this procedure?**
- ✓ **What are the risks and benefits of the procedure?**
- ✓ **What type of anesthesia will I receive-local or general?**
(Will I be awake or asleep)
- ✓ **What are the pre-operative instructions?**
(before the procedure)
- ✓ **What post-operative instructions do I need to follow?**
(after the procedure)
- ✓ **What will my recovery time be?**
- ✓ **When can I go back to work?**
(You may request a letter from your doctor with the date when you can return to work.)

Goodness Village

Tiny Homes Bring Community to the Unsheltered

When Darrel Thomas, age 75, unlocked the door to his tiny new home, he knew he was stepping out of the daily struggle of living in his car, and opening a new phase of life. Inside his 160-square-foot unit in Goodness Village, he has stability, safety, access to multiple services, and above all, an intensely supportive community.

“Goodness Village is amazing. It can be a permanent residence, or a transitory situation, and everything you need is here. Each person has a staff member assigned. This is the future, right here,” he says.

The village has a working partnership with CrossWinds Church, where they lease a portion of a 35-acre dairy property in Livermore. With initial funding in 2020 from Former District One Supervisor Scott Haggerty, Goodness Village welcomed its first residents in 2021.

Currently, there are 28 homes, with 28 stories of residents regaining a place of their own, after living in tents, under bridges, or on the street. The waitlist is 90 people long.



***This is the future,
right here.***

–Darrell Thomas
Resident

Respectfully Supporting Changed Lives

Kim Curtis, LCSW, Executive Director and Program Founder of Goodness Village, says “It’s something special. Residents have lived through isolation, loneliness, trauma, danger, and a lot of mistrust.”

Volunteer nurses help connect residents back to care—mental health services, vocational services, financial guidance, and more. Residents slowly become reattached to the greater world.

“One used to be a rock star; others tell Vietnam stories,” says Kim. “Without us, they might continue to cycle in and out of jail, the hospital, or shelters.”

Building Staff of Color

Goodness Village participated in John Muir Health's Structural Racism training and is also diversifying its staff. According to Jackie Ayo, Volunteer Coordinator and Social Media Strategist, "I feel like being here has changed peoples' perspectives. I'm familiar with being the only black person in the room. It's nice to see people think, *oh, maybe I wouldn't have considered someone like this doing these good works*—and it changes their perspective, like exposure therapy."

Jackie first arrived as a case manager—a position supported

for three years by John Muir Health. Kim is thrilled to have the support. "To step-up when we were new and fund this position for us was incredible. John Muir Health saw the overall value, and the potential for us to grow."

She is excited about the plans to add additional tiny homes, and a community center with classrooms and meeting space. One physical hurdle is the need to create a small bridge to expand the property. Luckily, building bridges—literally and philosophically—is something Goodness Village does very well.

This community provides stability for the chronically homeless, high-needs population, which is not the norm. It's critical.

—Kim Curtis

LCSW, Executive Director



Jackie Ayo, Volunteer Coordinator; Kim Curtis, LCSW, Executive Director and Mehak Kaur, Support Team Member.

Support4Recovery

A Focus on the Hispanic Community

Support4Recovery has utilized grant funds from John Muir Health to offer 141 housing stipends in the last five years.

Addiction may not discriminate, but treatment does. According to Support4Recovery, Inc., a grassroots non-profit organization of people and families in recovery from alcohol and drugs, the Hispanic community has been hit particularly hard by this crisis and they face vast inequalities, barriers, and lack of access to life-saving treatment.

Pablo Martinez, Hispanic Outreach Manager, notes that existing county services can be very difficult to navigate for non-English speakers, and aftercare—which is crucial to recovery—is limited to just two hours.

The organization noticed a lack of support for those who were exiting treatment, which prompted them to focus on this issue with the assistance of John Muir Health.

The Hispanic sober living residencies are run like a family, with rules and protocols. The staff has experience in long-term recovery. According to one counselor, “The brotherhood is great. You are [all] going through the loss of family, the insecurity of being

undocumented ... you identify with others ... you want to change your life.”

Support4Recovery has utilized grant funds from John Muir Health to offer **141 housing stipends** in the last five years. Presently, their efforts are directed towards devising innovative strategies to ensure equitable access to recovery treatment. Additionally, they have established an Advisory Council, aimed at elevating individuals with firsthand experience to board-level positions. Currently, there are 30 Hispanics, two African Americans, and four Caucasians serving. The group is educating board members on issues facing the Black, Indigenous, and people of color (BIPOC) community.

Marketing to their Audience

Supported by the Structural Racism grant, a project in the works is the development of culturally-aligned marketing materials. “These get our voices out, and get a buzz going,” Pablo says. The website features a documentary containing recovery

stories, and Martinez targets the Hispanic community through social media. His videos have had more than 20,000 views.

“Without John Muir Health, none of this would happen. We can now fund these folks into a safe, sober environment with their peers,” says Tom Aswad, Co-Founder, Treasurer and CFO. “It means so much that John Muir Health allows us the freedom to do this work and has continued to increase funding—it is saving lives. It’s an amazing partnership.”

Success and Reuniting

What does success look like? Toni Wilder, liaison with the group’s Advisory Council, says families are reunited after recovery. Tom agrees, “The greatest satisfaction for me is when a child gets their parent back. When people see someone recovered—who used to be at rock bottom, now giving back to the community—that’s success.”

Our community is built differently. We offer a system that works for this population, and what we’re doing is very successful.

—Pablo Martinez
Hispanic Outreach Manager



Tom Aswad, Co-Founder, Treasurer, and CFO; Toni Wilder, Advisory Council Liaison; Pablo Martinez, Hispanic Outreach Manager.

Alameda County Community Food Bank

A Seat at the Table

When you step into an enormous warehouse, loaded with pallets of onions, potatoes, other fresh foods and even a colorful bus, it's easy to comprehend that this food bank provides one million pounds of food per week.

One of the largest food banks in the Bay Area, Alameda County Community Food Bank saw the need for food supplies increase from 600,000 lbs. per week to a million lbs. during the pandemic—and that's where demand has stayed.

Regi Young, Executive Director, estimates that one in four people have food insecurity. "People can't mitigate the costs of rent or health care, but they have learned how to access food with us, and realized it is a dignified and culturally relevant experience."

About a third of the clients are seniors, another third are children, the remainder are mostly working adults in multigenerational households.

Regi believes that his organization is in the vanguard of food banks. "How do we not only give out food, but also leverage our relationships to support long-term change through advocacy, and through policy? We now have a team that

focuses on talking about the intersections between food and health, food and housing, food and education, food and racism," he says.

Client Voice

Structural Racism grant support from John Muir Health has gone toward an innovative program, *Client Voice*, that helps food distribution sites understand how to better serve their communities. Juan Francisco Orozco, Corporate & Foundation Relations Manager, says "We are growing a program to track and understand our clients' race, language, and where they access food. As communities change, we might see a historically African American pantry start serving Latinos, Asians, or native Hmong. We can respond by providing the appropriate food, and it helps in advocacy to understand our community's needs."

Changing the Pattern of Structural Racism

Another concrete way the food bank has leveraged resources to fight racism is by making a key decision—to support Black,

Indigenous, and People of Color (BIPOC) farmers as a major source of produce. Regi says, “this is operationalizing equity in the way that we practice.” As of today, 100% of the produce ACCFB purchases is from BIPOC Farmers.

He adds, “John Muir Health’s willingness to understand that addressing structural racism is

complex, and the ability to count on their support annually—it’s game-changing for us. It gives us a lot of hope. We’re invited to be part of the conversation, to connect with other organizations serving the same populations. It’s powerful. We’re all in it for the long game.”

People can’t mitigate the costs of rent or health care, but they have learned how to access food with us, and realized it is a dignified and culturally relevant experience.

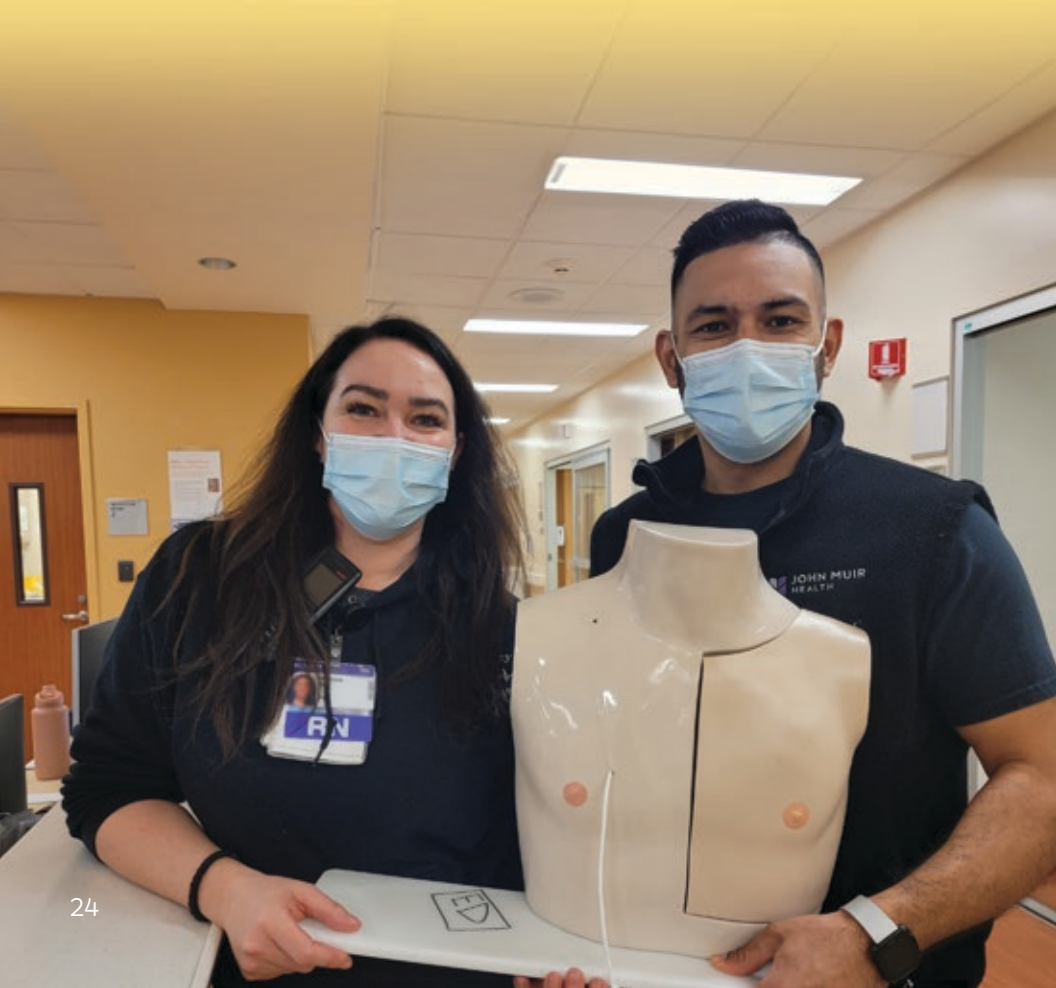
—Regi Young
Food Bank Executive Director



Juan Francisco Orozco, Corporate & Foundation Relations Manager with Regi Young, Food Bank Executive Director at the Alameda County Community Food Bank warehouse.

Health Professions Education

We are committed to supporting the education efforts of students interested in pursuing careers in healthcare.



Workforce Development

Each year, our health system offers numerous training opportunities for physicians, nurses, pharmacists, college, high school, and other healthcare students.

We proudly support four Residencies: Family Medicine, Nursing, Pharmacy, and Psychology Doctorate Residency Programs.

In total for 2023, **1,392 health professionals** were trained during residencies, internships and fellowships, for a Community Benefit of **\$7,940,599.**



525 Trained

Physicians & Medical Students



686 Trained

Nurses and Nursing Students



141 Trained

Other Health Professional Education



40 Scholarships

For Professional Education



John Muir Health staff participate in a community health fair.

Community Health Education

Education initiates change
for our future generations.

Community Health Education resources that focus on wellness and prevention were provided to 3,838 individuals who represent patients, the underserved, and broader communities.

Diversity, Equity, Inclusion and Belonging Trainings

Community Health Fairs

Career Fairs

Diabetes Education Classes

Childbirth and Parenting Prep

Mental Health Workshops

Cancer Support Groups

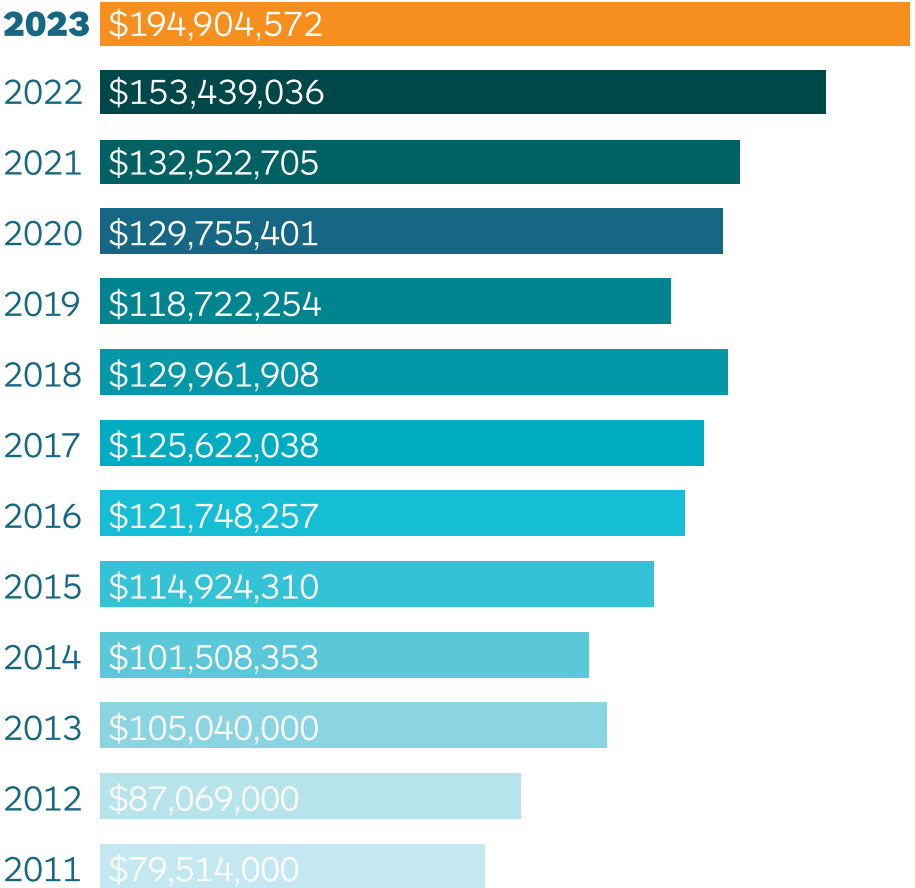
Spiritual Care Grief Support Groups

Community Benefit

BREAKDOWN

John Muir Health's Community Benefit contributions focus on improving the health and wellness of our communities.

Total Community Benefit Contributions



\$4,575,881

Community Health Improvement & Community Building

- Community programs that provide access to health care, health education and support services
- Mentorship and leadership development
- Community Health Improvement Operations
- Community Health Fund Operations

\$8,101,225

Health Professions Education & Research

- Family Medicine Residency Program
- Internships
- Government-funded research
- RN Residency Program

\$4,672,287

In-Kind & Financial Contributions

- Community organization sponsorships
- Grants to support nonprofits serving vulnerable communities
- Board of Director staff service on nonprofit boards

\$3,872,166

Subsidized Health Services

- Clinical services provided despite a financial loss, in addition to Charity Care and Medi-Cal

\$9,433,975

Charity Care

- Care provided at no cost or reduced cost for low-income population

\$164,249,038

Unpaid Costs of Medi-Cal

- The difference in cost of care and payments received from Medi-Cal
- We served more Medi-Cal patients in 2023, with the unpaid costs primarily resulting in our Total Community Benefit Contributions increase





John Muir Health's commitment to the community

To learn more visit:
johnmuirhealth.com

Email us at:
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