



QUEENSCARE

CHOSEN TO SERVE THE COMMUNITY

ANNUAL REPORT 2021

Mission

As a faith-based organization, QueensCare provides, directly and in collaboration with others, accessible quality healthcare for low-income individuals and families residing in Los Angeles County.

Values:

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

RESPECT

We value and seek diversity, fostering a culture of inclusion, communication and connectedness, by treating all patients, employees, and partners with respect, without consideration of race, religion, origin, economic status, or lifestyle.

EXCELLENCE

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

SERVICE

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

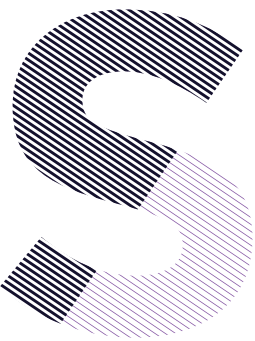
COMPASSION

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

STEWARDSHIP

We prudently and responsibly manage the resources entrusted to us.

Dear Friends,



Since our founding over a century ago, QueensCare, like Queen of Angels Hospital before it, has been committed to caring for and serving those in the community who are most vulnerable and have the fewest resources. The worldwide COVID-19 epidemic continued to rage on during this fiscal year, impacting all areas of

QueensCare operations. Throughout it all, QueensCare staff stepped up and met the pandemic's challenges, uncertainties, changes, and frustrations with grace and resilience. "Pivot" became the norm, with patience and flexibility a must.

Fiscal Year 2020-2021 was QueensCare's first operating under the new, court-approved terms of Article III, including expanded geographic boundaries and broader patient eligibility. These terms allowed QueensCare to disburse a portion of the Inpatient Healthcare Fund expenditures accrued from 2016 through 2020, and now enable us to reach a much greater population of underserved residents.

Leaders of suspended QueensCare programs initiated discussions this year with their partners (LAUSD, USC, and others) to re-start services. Many QueensCare staff continue to work remotely due to building restrictions at our administrative offices. Other staff have returned to the field to offer critical resources to the community. Through it all, these healthcare heroes were lending support to our partner, QueensCare Health Centers (QHC), and providing COVID-19 testing and vaccines to thousands of Angelenos. We commend our nurses and clinical staff for their compassionate, heroic efforts to immunize teammates, board members, patients, and community members.

COVID-19 limitations did not keep the Mental Health Program clinicians from providing much needed services and surpassing their Children's Hospital Los Angeles subcontract goal for the first time in many years. Happily, our chaplains are also back in the hospital ministering to the sick, and exhausted hospital staff.

Q-QHC Healthcare Partners, continues to bind the corporations together and advance their common missions. A milestone was recorded in FY 2020-2021 with the retirement of Barbara B. Hines from QueensCare Health Centers, transitioning the organizations to two separate Chief Executive Officers. The QHC Board of Directors selected Eloisa Perard to run the Federally Qualified Health Center, while Ms. Hines remains at the helm of QueensCare. The Management Committee of the partnership, made up of appointed executives from the partners, continues to meet monthly and is led by Ms. Perard.

QueensCare added to its real estate portfolio this year by purchasing two adjacent parcels on Vermont Avenue, just north of the 101 Freeway. We hope to develop these parcels into a new site for QueensCare Health Centers and administrative offices for both organizations. We expect this will be a three to five-year project, and until groundbreaking, QueensCare is using the site to operate the Mobile Dental and Vision Programs, while also holding COVID-19 testing and vaccine events for the community.

"Chosen to Serve the Community" is an appropriate title for this year's annual report. It began more than a century ago and continues today. Despite the challenging circumstances we face with the COVID-19 pandemic, you will read in the pages to follow countless noteworthy accomplishments and examples of creative leadership. Our teams continue to live our mission every day.

We thank you for taking the time to read this year's report and for continuing to support QueensCare and the underserved in Los Angeles.


Steven Aronoff

Chair, Board of Directors



Barbara B. Hines

President & Chief Executive Officer



Steven Aronoff

**CHAIR,
BOARD OF DIRECTORS**

Steven Aronoff has been involved with QueensCare in various capacities since 2006 including service on the Charitable Board and several Board committees. He has also served on the Board of the Children's Home Society. He worked for over 30 years at the investment firm of Scudder, Stevens and Clark where he was a Managing Director.



Barbara B. Hines

**PRESIDENT &
CHIEF EXECUTIVE OFFICER**

Ms. Hines joined QueensCare in 1997 and was named President & CEO in 2009. She holds a BS in Management from San Diego State University and a MBA in Accounting & Finance from the University of Southern California.

2021 AT A GLANCE

DIRECT HEALTHCARE DIVISION

THE MENTAL HEALTH PROGRAM



Provided **\$216,500** in mental health services through **1,636** appointments.

Provided case management services, linking families to:



Food Resources



Financial Assistance

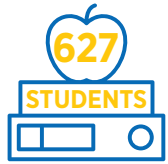


Mental Health for Adults



Computer Technology Access

MOBILE VISION PROGRAM



Screened



Students Examined by QueensCare Optometrists



of Glasses Dispensed Free of Charge

MOBILE DENTAL PROGRAM

Redeployed *Whitening McQueen*, the largest dental trailer in the US to White Memorial for COVID-19 driven expansion space, testing and vaccine administration.



Served **336** patients and completed **647** appointments.



Procedures performed for a total value of **\$56,439**.

INPATIENT PROGRAM



Paid over **\$7 million** for inpatient care for low-income patients admitted to 13 contracted LA hospitals.

Q-QHC HEALTHCARE PARTNERS



Through this strategic partnership with QueensCare Health Centers, an independent 501©3 non-profit public charity and federally qualified health center, QueensCare administered **8,933** COVID-19 vaccine doses and QHC, **10,938**, for a total of **19,871**.



QUEENSCARE HEALTH AND FAITH PARTNERSHIP

From July 2020 through March 2021, hosted 5 COVID-19 testing events serving **391** patients at three partnership sites.

Hosted 16 COVID-19 testing events at 3 sites serving **1,432** patients.

Beginning February 2021, mobile vaccine clinics vaccinated **5,543** patients at 2 QHC sites, and **1,763** patients at 28 community vaccine clinics.



PASTORAL CARE DIVISION

From July 2020 through January 2021, chaplains responded to **242** calls, offering prayers and support remotely to **267** patients of Hollywood Presbyterian Medical Center.

Beginning in January 2021, chaplains resumed in-person care at the hospital where they encountered **4,417** patients, performed **295** anointings, and discussed **194** advanced directives.



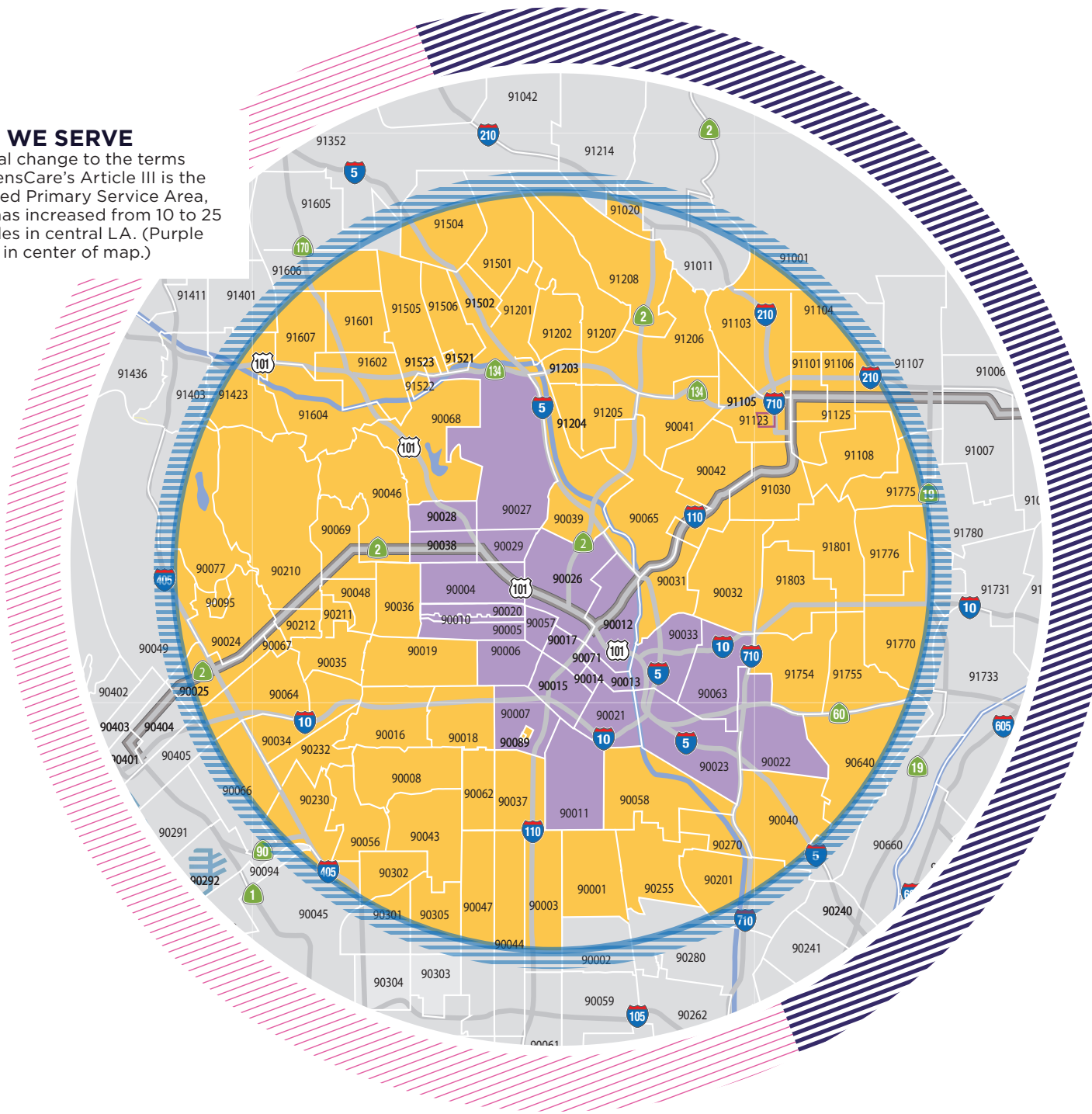
CHARITABLE DIVISION

Approved **52** grants totaling **\$4,217,233**.

Awarded **25** scholarship and loan repayment awards totaling **\$242,500** through the Gene & Marilyn Nuziurd Scholarship and Loan Repayment Program.

WHO WE SERVE

A critical change to the terms of QueensCare's Article III is the expanded Primary Service Area, which has increased from 10 to 25 ZIP codes in central LA. (Purple section in center of map.)



ARTICLE III VICTORY MAKES ITS IMPACT

In 2020, QueensCare recorded a monumental accomplishment with the approval by the courts of a revised Article III that went into effect July 1, 2020, allowing us to help many more low-income residents of Los Angeles.

Among the approved changes, the elimination of the insurance prohibition for beneficiaries of funding and the expansion of the Primary Service Area

significantly increased spending from the Inpatient Healthcare Fund.

During the year, claims submitted resulted in fully expending the annual expenditure requirement for the IHF, amounting to \$4,855,000, and reducing the accumulated \$9,598,000 payable from the previous four years to \$7,357,000, for a total expenditure during the year for inpatient care of \$7,096,000.

United In Purpose To Beat COVID-19

This fiscal year, flexibility and teamwork became the lynchpin of day-to-day functions for QueensCare Health and Faith Partnership (QHFP). Testing was the focus early on: from July 2020 through March 2021, QHFP held five COVID-19 testing events at the Pasadena Job Center, Sacred Heart Church, and Wilshire Presbyterian Church. In addition, the Direct Relief/Abbot Laboratories grant allowed QueensCare Health Centers, in partnership with QHFP, to provide vital testing services to many low-income Angelenos.

The US entered a new phase of the COVID-19 pandemic with the rollout of vaccines in

February 2021. At this time, all QHFP efforts shifted from COVID-19 screening and testing to administering the vaccines. New processes associated with handling vaccines brought some challenges which our teams embraced and overcame.

QHFP and partners hosted a total of 84 mobile vaccine clinics from February through March of 2021. In addition, QHFP hosted 56 vaccine clinics at the newly acquired Vermont property, administering 5,543 Moderna, Johnson & Johnson, or Pfizer vaccines. Through work at an additional 14 new and established partnership sites, QHFP administered an additional 1,763 vaccines.

FLEXIBILITY AND TEAMWORK

With the availability of COVID-19 vaccines this year, the various teams at QueensCare became a big part of vaccination efforts in the community.

“The ongoing changing and emerging demands of the COVID-19 pandemic have challenged all QueensCare and QHC staff. Yet, it has also bridged a gap between both organizations and brought us closer than ever before.”

Erica Macias,
Community Health Outreach Manager



COLLABORATION IS KEY

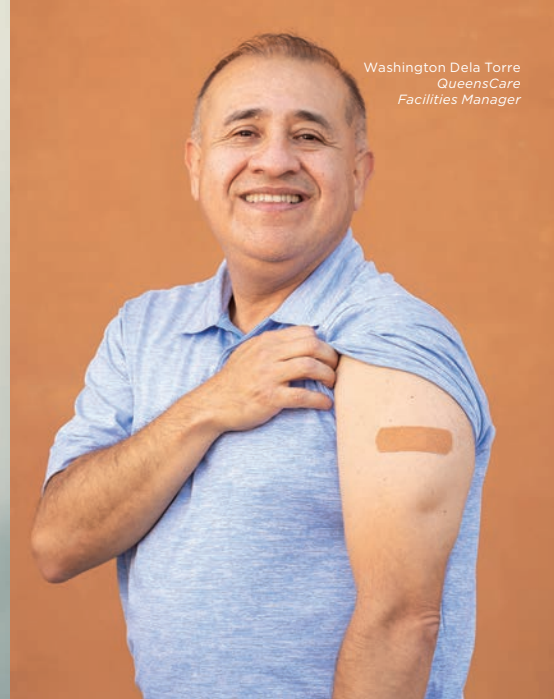
Working side-by-side, QueensCare and the QueensCare Health Centers management and staff provided our community patients excellent care.



Wendy Sandoval
QueensCare
Health Centers
Registered
Dental Assistant



Sandra Velez
QHFP
Parish Nurse



Washington Dela Torre
QueensCare
Facilities Manager



Alexandria Noble
QHFP
Community
Health
Worker
Supervisor

“Despite QueensCare and QHC being independent organizations, I think one thing resonates with us all, and that is our dedication to the community. I have watched staff from both organizations stand hand in hand to embrace the needs created by this pandemic with bravery. I am proud of what we have accomplished, and I look forward to what’s next.”

**Alexandria Noble,
Community Health Worker Supervisor**



Adrian Fernandez
QueensCare
Health Centers
Health Information
Technician



Samuel Mena
QueensCare
Health Centers
Medical Assistant



Brenda Nava
QueensCare Mobile
Programs
Dental Assistant



Rita Martinez
QueensCare
Health Centers
Health Advocate

A Strong Sense of Service

During most of FY 2020-2021, QueensCare Mobile Programs supported the vaccine administration efforts in partnership with QHFP at the vaccine clinics. Management staff helped with scheduling and leadership rotations for the vaccine clinics. Support staff shifted their usual roles to register patients, control traffic at the vaccination sites, and help answer questions for patients after they received their vaccines.

This year, the Mobile Dental Program took the opportunity to implement new environmental controls and modifications in the dental trailers. In conjunction with the Herman Ostrow School of Dentistry of USC and following CDC guidelines, the Mobile Dental Program retrofitted all dental trailers with ventilation and HEPA filters in each dental operatory. Barriers were installed between operatories to minimize aerosol exposure, and dental chairs were reduced by half to meet social distancing requirements.

The Mobile Vision Program likewise adjusted its standard operating procedures this fiscal year. While the team visited two schools to perform eye exams, they spent most of the year at the Vermont location, where the former car dealership office was converted into an eye exam room.



“Since joining the Mobile Programs at QueensCare, I have seen first-hand what being chosen to serve the community means to the dedicated staff who work with our community of patients. Their commitment and passion for caring shines through in all that they do.”

Julie Villalpando,
Mobile Programs Manager



“Our long-term relationships with administrators, nurses and teachers at LAUSD schools meant we were the providers of choice to serve the students in need.”

Karen Chielens-Chacon,
Mobile Vision Program Assistant

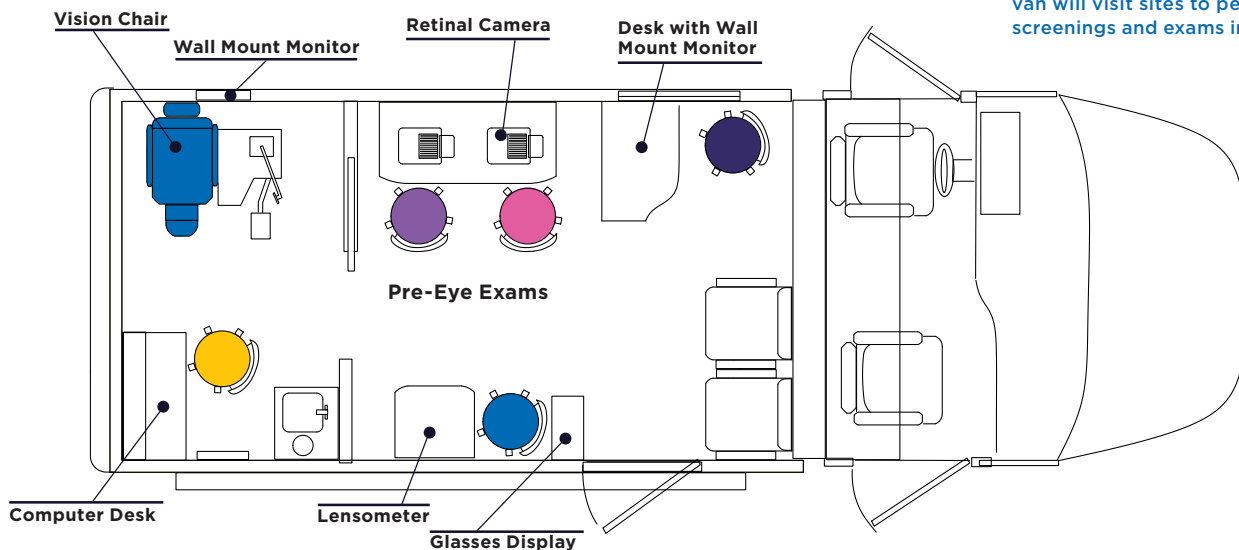


As Karen Chielens-Chacon notes, the QueensCare Mobile Vision Program continued to provide much-needed free exams and glasses to students and adults in need of these services during COVID-19. Karen, a twenty-two-year veteran of this program at QueensCare, says, “Our long-term relationships with administrators, nurses, and teachers at LAUSD schools, meant we were the providers of

choice to serve the students in need. Of course, in line with QueensCare’s mission, we never turn anyone away.”

The program also began creating a state-of-the-art Mobile Vision Van, which is currently under construction and expected to be fully operational in January 2022.

The future, fully equipped vision van will visit sites to perform screenings and exams in early 2022.



A Grateful Family Donates Lamps for Mobile Units

The Mejia family, including Alma and her two sons, Sammy and Julian, first began receiving dental services from QueensCare Mobile Programs in 2019. The boys were in seventh and fourth grades, respectively, and would travel to wherever the QueensCare Mobile Dental Program was offering free services.

Alma had seen a report on KTLA Channel 5 highlighting the program and the many services offered free of charge to students. As Channel 5 reported, the program contracts with the Herman Ostrow School of Dentistry of USC and visits qualifying schools in QueensCare's Primary and Secondary Service Areas.

Says Alma, "While I was skeptical at first, when I called and spoke to Brenda Nava, QueensCare Mobile Dental Assistant, she assured me that my two sons could receive the dental care they needed at no cost to me. Until that point, the boys had not been able to see a dentist due to the high cost of services. Their first appointment included an examination, x-rays, and a deep cleaning. Subsequent appointments included fillings and crowns."

Sammy and Julian reported to Ms. Mejia that the QueensCare staff and the USC dentists were very gentle and treated them with great respect. As they worked on the boys, they explained all the

"This excellent program is a real blessing to the community and one that I recommend to all my friends for their children."

Alma Mejia



MOBILE DENTAL SERVICES RESUME

After having to halt services at LAUSD schools during the COVID-19 pandemic, the Mobile Dental Program resumed offering services to the community at the newly purchased Vermont site in March of 2021.

Sammy, Alma, and Julian Mejia,
QueensCare Mobile Programs patients.



processes thoroughly to ease any fears. A big part of the Mobile Dental Program is teaching children how to care for their teeth. QueensCare dental assistants show their young patients how to avoid dental problems before they start by demonstrating how to care for their teeth and fight cavities.

Alma has become well acquainted with Dr. Camille Nishikawa, Clinical Assistant Professor, Director of the Department of Public Health and Pediatric Dentistry of USC, and QueensCare Mobile Dental Clinics Pediatric Dentist. The program provides a full range of dental services, including exams, fillings, teeth cleanings, and sealants.

To express their gratitude, Ms. Mejia arranged to have LED lamps for the mobile dental units donated by her employer, a manufacturer of these lamps. The family is very grateful for the quality dental and vision services she and her two sons have received. Says Alma, “This excellent program is a real blessing to the community and one that I recommend to all my friends for their children.”

DENTAL CARE AND EDUCATION

A big part of the Mobile Dental Program is teaching children how to properly care for their teeth.

FINANCIAL STATEMENTS

For the year ended June 30, 2021

Consolidated Statement of Financial Position*

Assets

Cash and cash equivalents	\$ 4,746,000
Cash whose use is restricted	68,000
Investments	388,923,000
Property and equipment, net	86,456,000
Other assets	735,000

TOTAL ASSETS \$ **480,928,000**

Liabilities

Accounts payable and accrued expenses	\$ 1,627,000
Accrued compensation and related liabilities	248,000
Accrued Inpatient Hospital Fund	7,357,000
Grants payable	1,733,000
Other accrued liabilities	1,479,000

TOTAL LIABILITIES \$ **12,444,000**

Net Assets

Without donor restrictions	\$ 468,484,000
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TOTAL NET ASSETS **468,484,000**

TOTAL LIABILITIES AND NET ASSETS \$ **480,928,000**

Consolidated Statement of Activities

Operating Revenue and Support

Net unrealized gain	\$ 70,063,000
Net investment gain	5,875,000
Investment income	3,940,000
Other income	286,000
Contributions	274,000

TOTAL REVENUE AND SUPPORT \$ **80,438,000**

Expenses

Program services	\$ 12,155,000
Grants awarded	4,469,000
Sub-total	16,624,000

Management and general	1,978,000
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TOTAL EXPENSES \$ **18,602,000**

NET OPERATING INCOME (GAIN) \$ **61,836,000**

Other Revenue

Paycheck Protection Program loan and interest forgiveness	\$ 738,000
Net income - retained real estate	696,000

TOTAL OTHER REVENUE \$ **1,434,000**

CHANGE IN NET ASSETS **63,270,000**

NET ASSETS, BEGINNING OF YEAR **405,214,000**

NET ASSETS, END OF YEAR \$ **468,484,000**

Due to COVID-19 social distancing guidelines, the Boards did not meet for the annual photos.

QUEENSCARE BOARD OF DIRECTORS

Steven Aronoff
CHAIR

Alan Cushman
VICE CHAIR

Fran Inman
SECRETARY

Edward Avila
Joseph Bui
Denise Partamian
Forgette
Jay Guereña
Jeffery Hermann
Barbara B. Hines

Rev. Michael Mata
Allan Michelena
Gene A. Nuziard
Lois Saffian
Michael Stechmann, OAR
Bettie J. Woods

QUEENSCARE CHARITABLE BOARD

Denise Partamian Forgette
CHAIR

Mark Handin
VICE CHAIR

Haley T. English
SECRETARY

Marina Aronoff
Edward Avila
Raed Bargout, M.D.
Lisa Boren
Kay Buck
Sister Karen Collier
Patty Covarrubias-Williams
Anthony Dazzo
Thomas Donham
Susan Downey, M.D.
Jan Fredrickson, MN, RN, CPNP
Edgardo Gazcon
Noelle Tisius Gervais
Ashley Goffredo
Paul Gomez

William T. Harris
Ivan A. Houston
Katie Jacobs
Sung Cheol Jin
Ann Lee
Sal Lopez
Kevin Michelena
Barry Peterson
Lois Saffian
Anna Sivak
John Ho Song
Patricia Kien-Men Ton
Ana Teresa Valdez
Robert Villaseñor
Barbara Wachsmann
Tina Yoo

MANAGEMENT

Barbara B. Hines

President & Chief Executive Officer

Eloisa Perard

Chief Administrative Officer

Faith Lee

Vice President, Accounting and Finance

Maryam Sesay

Director of Operations

PROGRAM SERVICES AND GRANTS

In addition to our own direct healthcare programs and in keeping with our mission, QueensCare awards grants to other nonprofit organizations that provide services to the low-income community.

Article III Expenditures

Residual	\$	4,628,000
Inpatient Healthcare		4,414,000
Emergency Medical Services		1,896,000
Outpatient Healthcare		1,787,000
QueensCare Health Centers		1,128,000
QueensCare Health & Faith Partnership		721,000
Bilingual Access and Translation		461,000
Education and Outreach		433,000
Grants		385,000
Transportation		231,000
Pastoral Care Services		363,000
AIDS Services		177,000

HEALTHCARE FUND TOTAL \$ **16,624,000**

Inpatient Contract Funding

White Memorial Medical Center	\$	2,360,000
PIH Good Samaritan Hospital		810,000
California Hospital Medical Center		818,000
PIH Health Downey		188,000
Glendale Memorial Hospital and Health Center		140,000
Martin Luther King Jr. Community Hospital		84,000
PIH Health Whittier		14,000

INPATIENT HEALTHCARE FUND TOTAL \$ **4,414,000**

Charitable Grants

AIDS Services Fund

Alliance for Housing and Healing	\$	75,000
Project Angel Food		100,000

AIDS SERVICES FUND TOTAL \$ **175,000**

Education and Outreach Fund

Cancer Support Community Pasadena	\$	45,000
CAST		100,000
Expediente Rojo Project		10,000
Foundation ThinkAgain!		15,000
The Los Angeles Trust for Children's Health		50,000
FEAST		30,000
Southern California Public Radio/KPCC		50,000
weSPARK Cancer Support Center		50,000
Cancer Support Community-Los Angeles		25,000
Esperanza Community Housing Corporation		50,000

EDUCATION AND OUTREACH FUND TOTAL \$ **425,000**

Charitable Grants (Continued)

Emergency Medical Services Fund

Beverly Hospital	\$	119,395
California Hospital Medical Center		289,126
Cedars-Sinai Medical Center		6,657
Children's Hospital Los Angeles		366,703
Glendale Memorial Hospital and Health Center		42,304
Good Samaritan Hospital		376,008
Huntington Memorial Hospital		7,301
LAC+USC Medical Center		30,063
Providence St. Joseph Medical Center		18,253
Sherman Oaks Hospital		11,596
UCLA Ronald Reagan Medical Center		209,800
White Memorial Medical Center		385,027

EMERGENCY MEDICAL SERVICES FUND TOTAL \$ **1,862,233**

Grants Fund

Gene and Marilyn Nuziard Scholarship and Loan Repayment Program

Scholarships were awarded to students attending the following schools:

Touro University-California (2)	\$	20,000
USC Keck School of Medicine (3)		30,000
UCLA David Geffen School of Medicine (2)		20,000
QueensCare Health Centers Provider Loan Repayment Award (1)		10,000
UC-San Diego School of Medicine (2)		20,000
Student attending UCLA School of Dentistry (1)		10,000
Student attending UCSF School of Pharmacy (1)		10,000
UC Riverside School of Medicine (2)		20,000
Student attending Mount Saint Mary's University (1)		10,000
Student attending Illinois Wesleyan University (1)		10,000
Charles R.Drew /UCLA School of Medicine (3)		30,000
Student attending UCSF School of Medicine (1)		10,000
Student attending Western University of Health Sciences (1)		10,000
Student attending UC Davis School of Medicine (1)		10,000
Student attending Samuel Merritt University (1)		10,000
Student attending Northwestern University School of Medicine (1)		10,000
Student attending Palomar Community College (1)		2,500

PROGRAM TOTAL \$ **242,500**

Jewish Free Loan Association	\$	60,000
Union Rescue Mission		50,000
USC Herman Ostrow School of Dentistry		25,000

GRANTS FUND TOTAL \$ **377,500**

CHARITABLE GRANTS

(Continued)

Outpatient Healthcare Fund

AHEAD With Horses	\$ 15,000
Amanecer Community Counseling Svcs.	75,000
Claris Health	50,000
Episcopal Communities and Services	40,000
Families Forward Learning Center	35,000
Healing California	28,000
Hillsides	60,000
John Tracy Clinic	100,000
Marshall B. Ketchum University	50,000
No Limits for Deaf Children	50,000
Orthopaedic Institute for Children	50,000
PADRE Foundation	50,000
VIP Community Mental Health Center	100,000
Wellnest	75,000
A Place Called Home	125,000
Alcoholism Center for Women	40,000
Exceptional Children's Foundation	125,000
Good Shepherd Shelter	25,000
House Institute Foundation	120,000
Meals on Wheels West	10,000
Young & Healthy	70,000
United Friends of the Children	50,000
Wayfinder Family Services	50,000

OUTPATIENT HEALTHCARE FUND TOTAL **\$ 1,393,000**

Transportation Fund

PIH Health Good Samaritan Hospital	\$ 55,000
Adventist Health White Memorial	172,000

TRANSPORTATION FUND TOTAL **\$ 227,000**

Total Charitable Grants **\$ 4,459,733**

GRANTS AND DONATIONS RECEIVED

Thank you for your continued support and generosity.

St. Joseph's Health Support Alliance \$ 240,000

Donations

Joan Fritz Family Trust Estate	\$ 3,000
Ivan Abbott Houston	150
Maria Dolly Mendoza Encarnacion	50



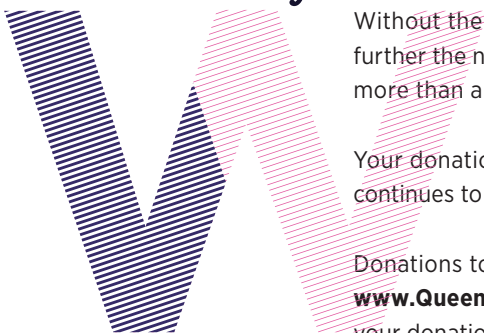
“We have been called to heal wounds, to unite what has fallen apart, and to bring home those who have lost their way.”

St. Francis of Assisi

"The QueensCare dental programs are wonderful for the whole family. We hope other families will benefit from these excellent programs."



You Too Can Support The Community



Without the generous donations of individuals like you, we would be unable to further the noble mission laid down by the Franciscan Sisters of the Sacred Heart more than a century ago to serve those in need with care and compassion.

Your donation preserves this legacy of service, helping ensure that QueensCare continues to provide accessible healthcare for low-income individuals and families.

Donations to QueensCare are tax deductible and may be made online at: **www.QueensCare.org/donate** or by using the enclosed envelope. If you would like your donation to go towards a specific program, please indicate which one on the enclosed envelope.

On behalf of QueensCare and all we serve, thank you for contributing to care.



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