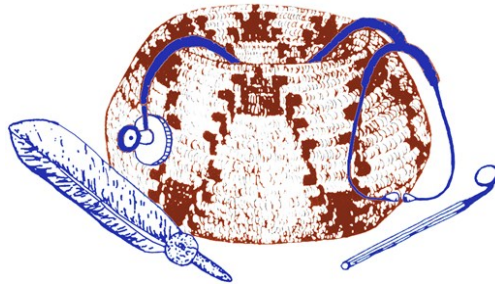


Consolidated Tribal Health Project, Inc.

2021 Annual Report



Consolidated Tribal Health Project, Inc.

Table of Contents

Annual Meeting Agenda

Board Chairperson's Message

Executive Director's Message

CTHP Profile

CTHP Board of Directors

Medical Department

Dental Department

Behavioral Health Department

Financial Statements

Maintenance and Facilities Department

Purchased and Referred Care Department

Community Outreach Services Department

Information Technology Department

Credentialing Report

Cultural Traditions Committee

Human Resources

Employee Recognition Years of Service

Annual Meeting Agenda

January 29, 2022 10:00 am -1:00 pm

Call to Order

Sonny J. Elliott, Board Chairperson

Opening Blessing

Erica Pinola, Board Secretary

Roll Call of CTHP Board of Directors

Erica Pinola, Board Secretary

Chairman's Welcome and Introductions

Sonny J. Elliott, Board Chairperson

Executive Director Remarks and Report

James D. Stewart, PhD, Executive Director

Community Comments

Employee Years of Service Awards

James D. Stewart, PhD, Executive Director

Exemplary Community Member Recognition

Sonny J. Elliott, Board Chairperson

Election of CTHP Officers for 2022

Blessing of Food/Luncheon

Adjournment

Board Chairperson's Message

First and foremost, I hope that you and your families are safe and healthy during these trying times. The resiliency our people have shown in the face of adversity is something we should all be proud of. I would like to commend every one of our community members, doctors, staff, and leadership for your ability to navigate through the most tumultuous year we have seen in generations. The services and resources that continue to be provided to our people stem from the dedication and commitment of organizations like Consolidated Tribal Health Project (CTHP). Throughout Indian Country, we have seen Tribes and Tribal people step up in a way that has protected the health and interest of native people. In particular our children, Elders, and those most vulnerable to the effects of COVID-19.

The Board of Directors has continued to focus on how we can build on the strengths of CTHP and the services we provide. Part of this, is having the right individuals in key positions to ensure our people are being provided with the services and resources that we need and deserve. A critical component of being able to serve, diagnose and improve the overall health and wellness of our people, is to ensure our staff and providers know and understand who we are and the issues that continue to plague our communities. These types of changes start at the Board level, and I can assure you all that we have taken this approach very seriously. We understand that without a clear competency of our culture, background and empathy for our history, our providers and staff cannot provide our patients with the care they require. Through communication and both staff and Board training, we feel that anyone that is employed or partnering with CTHP will be educated and informed appropriately as we move forward.

Although we have seen many unfortunate situations unfold over the past couple years, we have also seen opportunity for growth and collaboration present themselves. Particularly with our county health department and officer who have been integral in helping our communities mitigate the spread of COVID-19 through collaboration with CTHP and the Tribes. Resources, services and gatherings provided by our consortium Tribes and Tribal organizations continue to make a significant impact with families and patients that utilize CTHP services. By coming together with outside agencies, organizations and governments we can capitalize on more resources and opportunities that benefit our patients.

Reflection over the past year is tough for many of us due to the loss and hardships that we have endured. The health and wellness of our community depends on all of us checking in on one another and making sure that we are communicating with our Elders, youth and families. We look forward to what this year will bring to Consolidated Tribal Health Project and the patients that we serve. I thank you all for your time and support of our mission.

Sonny J. Elliott

Executive Director's Message

I am pleased to present this year's annual report. Although I came to CTHP in the last half of 2021, I am happy to report that much progress has been made towards the furtherance of our Mission. 2021 has been a year of distinct and serious challenges, from a global pandemic stretching into its second year to political uncertainty in the healthcare sphere. We are living in the midst of profound social and technological change. Many of us have lost loved ones to COVID, and many have grappled with the virus ourselves. It is indeed a time for reflection, but also for encouragement. The CTHP staff and the Board have come together to not only weather the storm-- but to overcome it.

CTHP is now undergoing a period of stabilization and consolidation. As we grapple with the implications of COVID-19, many unmet needs have become manifest. We have identified service gaps in many areas, such as elder outreach and referrals to specialty care. Behavioral health has seen increased demand as social isolation affects more and more individuals. The Dental program has seen many people deferring care during the pandemic, leading to more complex procedures. The Medical program has struggled with capacity issues as clients require additional care due to the pressures of COVID and chronic ailments. Outreach has struggled to meet demand due to COVID precautions and staffing changes. One bright spot was the successful AAAHC accreditation process. In administration, staff often have had to cover more than one role. But none of this is new, or even unexpected. As a long-standing community clinic, CTHP has forged ahead and continues to grow.

Perhaps most of all, 2021 has highlighted the need for CTHP to look outwards towards the community. We must no longer assume we already know what the community needs or wants. We have been listening carefully to our clients and the Board. As we move forward into 2022, CTHP is placing increased focus on our Mission. This includes a greater emphasis on proactive health and wellness programs, as well as assessing our current programs for efficiency and effectiveness.

CTHP has a unique identity. As a "Project" we are never complete but rather continually working to improve; to become stronger. It is a sense of optimism that must drive us. We must learn from our errors and celebrate our successes. Despite the challenges, we are grateful for the lessons 2021 has taught us as an organization. 2022 promises to be a year of new growth and renewal. I am happy to be going into this new year with the staff, Board, and community that combines to make CTHP special.

James D. Stewart, PhD

About Consolidated Tribal Health Project, Inc.

Mission: Consolidated Tribal Health Project, INC. is committed to healthy lifestyles and honoring traditional Native American values to maintain physical, mental, emotional, spiritual and social wellbeing of the community.

Incorporation: Consolidated Tribal Health Project, Inc. was incorporated as a 501 (c) (3) community health clinic in 1984 to address the disparity in health care among Native American people living in Mendocino County.

Governance: Consolidated Tribal Health Project, Inc. is governed by a board of directors who represent a consortium of (8) federally recognized tribes consisting of the Cahto Tribe of Laytonville Rancheria, Coyote Valley Band of Pomo Indians, Guidiville Rancheria, Hopland Band of Pomo Indians, Pinoleville Pomo Nation, Potter Valley Tribe, Redwood Valley Little River Band of Pomo Indians, and Sherwood Valley Band of Pomo Indians.

Community Served: Consolidated Tribal Health Project, Inc, serves Native American and non-Native American patients throughout Mendocino County. In 2021, we provided 10, 233, patient contacts in Medical, 704, visits in Telepsychiatry, 3,934 visits in Behavioral Health Counseling, and 4,720, visits in Dental; 76% of our patient population was American Indian/Alaska Native during 2021.

Credentials: At Consolidated Tribal Health Project, Inc. our credentials include: AAAHC (Accreditation Association for Ambulatory Health Care), a managed care partnership with Partnership HealthPlan of California, Title V Compactor with IHS (Indian Health Services) and a Medicare FQHC (Federally Qualified Health Center) designated provider with CMS (Centers for Medicare and Medicaid Service

Services Provided:

Medical Care

Primary Adult Care
Pediatrics
Podiatry
Telemedicine
Chronic Disease Management
Pre-Natal/Post-Natal Program

Dental Care

Oral Exams with Radiography
Preventive Services, Oral Cancer Screenings
Restorative Treatment (Fillings)
Prosthetics
Limited Orthodontics and Oral Surgery

Specialty Services

Chiropractic Care
Acupuncture
Massage Therapy
Traditional Healing Services

Behavioral Health

Substance Abuse Counseling
Individual and Family Counseling
Screening, Assessment and Referrals
Cognitive Behavioral Therapy
Stress Reduction and Hypnotherapy

Outreach and Transportation

Patient Education
Case Management
Home Visitation
Patient Transportation
Other Support Services

Purchased and Referred Care

Coverage for Specialty Services
Covered CA Enrollment Counselors

CTHP Board of Directors 2021

Chairperson: Sonny J. Elliott
Treasurer: Tracy Wright

Vice Chairperson: Diana Billy-Elliott
Secretary: Erica Pinola

Cahto Tribe of Laytonville Rancheria

Delegates: Kendra Campbell-Crump, Mary Norris
Alternate: Tasheena Sloan,

Coyote Valley Band of Pomo Indians

Delegates: Candace Lowe, Michael Hunter
Alternates: Richard Campbell, John Feliz, Jr.

Guidiville Rancheria of California

Delegates: Merlene Beaumonte, Greg Zaste
Alternates:

Hopland Band of Pomo Indians

Delegates: Sonny J. Elliott, Diana Billy-Elliott
Alternate: Suzanne Romero

Pinoleville Pomo Nation

Delegates: Angela James, Kathy Redhorse
Alternates: Bernadette Mora, Leona Williams

Potter Valley Rancheria

Delegates: Erica Pinola, Olivia Rosales
Alternate: Salvador Rosales

Redwood Valley Rancheria of Pomo Indians

Delegates: Delores Pady, Debra Ramirez
Alternate: Eddie Nevarez

Sherwood Valley Rancheria

Delegates: Valerie Stanley, Tracy Wright
Alternates: Adilene Jimenez, Michael Knight

Executive Committee:

Erica Pinola
Diana Billy-Elliott
Sonny J. Elliott
Tracy Wright
Debra Ramirez

Finance Committee:

Erica Pinola
Diana Billy-Elliott
Michael Knight
Debra Ramirez
Tracy Wright

Cultural Traditions Committee:

Erica Pinola
Diana Billy-Elliott
Sonny J. Elliott
Candace Lowe
Olivia Rosales
Valerie Stanley

Board Quality Improvement:

Erica Pinola
Diana Billy-Elliott
Sonny J. Elliott
Michael Knight
Candace Lowe
Valerie Stanley

Medical Department

It was with much sadness the Medical Department saw the retirement of Dr. Amy Redmer, Medical Director, after 5 years of dedicated service. Not only did she bring strength and stability to the department but she created relationships with patients and families that will be missed.

Prior to her retirement CTHP had underwent departures in the medical department. This presented the opportunity to usher in new nursing staff members, Teresa Brassfield, RN, and Jessica Aikman, LVN/CMA Clinic Manager. This new team has helped to provide a solid foundation for client care.

In addition to the new hires, Dr. Scott Loeliger, filled the important role of interim Medical Director. With his experience and expertise, Dr. Loeliger will continue to lead our medical department in the advancement of CTHP's mission and serve as an advocate for Native American health.

Accomplishments:

- * Ongoing, extensive Covid-19 testing and vaccination programs for the CHTP community.
- * Continued access to high quality medical care during the challenges of the pandemic.
- * After many years, reinstatement of a formal maternity care program, now "New Beginnings".
- * Delivery of the first community newborn managed by the Adventist Residents/Faculty.
- * Increased contraceptive access adding hormone implants (Nexplanon).
- * Expansion of the licensed staff, RN/LVN, with increased definition of clear roles and support for health care.
- * Purchase of a new Retinal Scan to assist in the care of our large diabetic community.
- * Added new acupuncturist with early high-quality reviews.
- * Successful AAAHC Accreditation for the clinic.



Photo: The First OB/Newborn delivery attended by our provider Dr. Gilmore under New Beginnings.

Medical Department

Challenges:

- * Recruiting for open positions for Staff Physician and Medical Director.
- * Continued high no-show and cancellation rates, which effects scheduled healthcare time slots and delayed patient diagnosis/treatment.
- * Lack of entry in the community with our outreach groups due to restrictions due to Covid.
- * Continued impact on staffing due to Covid-19 clinics and Covid-19 infections among our staff.

Opportunities:

- * Complete training and upgrading of our EHR capabilities with Athena. Super user training scheduled for first quarter 2022.
- * Hire all personnel into vacant positions.
- * Restart the retinal scanning program.
- * Restart the treatment of skin conditions with Liquid Nitrogen/Cryotherapy.
- * Increase Women's Health Services for pre- and post-menopausal women.
- * Utilize our anticipated website/social media/portal improvements to better patient care.
- * Welcome a new class of Adventist Health family medicine residents in August 2022.
- * Maintain the expected high-quality services in Medicine, Behavioral Health and Outreach.
- * Increase our connections with the Ukiah Valley educational systems, including Mendocino College, to promote development of pathways for Native Youth into health care roles that serve their communities.
- * Improve public health programs in each of our diverse communities and consider expanding/promoting the CHR programs.
- * Continue to increase the numbers of our prenatal patients and create a new "Baby Wall" for all to see, that will showcase the services of the New Beginnings Maternity Program.
- * Reach towards QI goals in HTN, DM, Well Child Care, Cancer Screenings.
- * Improvement of HEDIS & GRPA goals and measures. HEDIS is performance measures in healthcare and identifies areas of improvement. GRPA is the IHS standard for reporting healthcare measures. Both are vital to the clinic.

Dental Department

This again has been a challenging year for the dental department with the ever-changing requirements of performing dental treatment in the world of COVID and has helped us redefine how we provide care for our patients. The department has responded very well with the barriers to treatment that the pandemic has thrown our way but we have been able to continue with patient care. The prevention measures that we have been able to put in place allows for protection for both the staff and patients while providing care. These measures include adequate spacing between patients, not seeing patients who are sick, fitted N95 masks for all staff and education to staff and patients about the transmission and prevention factors with COVID19 and its variants.

This past year we again received grants to provide additional care to specific groups—elders and pregnant patients and children under the age of 3. Our grants tend to focus on groups that sometimes overlook the dental aspect of their health due to medical issues that are foremost on their minds. It is important to be able to provide dental education at each stage of a person’s life since various aspects of dental health affect us as we mature. This enables the patient to have a more comprehensive approach to their own well-being.

Even with many of the dental activities being held to virtual or minimum participation, CTHP dental department was able to meet all of our Government Performance and Act Results (GPRA) targets. This is due to the dental team understanding the targets and making sure that they try and achieve what is the ultimate—a healthy decay free mouth.

As always, I would like to reflect on the staff that I work with and how they are dedicated to the patients and the clinic. We strive daily to provide the best treatment to each patient and look forward to continuing this service for our community. This past year we are sad to say that one of our hygienists retired from CTHP—Theresa Frazier, RDH. We wish her well and hope that she is sleeping in late and enjoying her days free from work. Remember smile brightly everyday and of course “brush and floss on a regular basis”.



Behavioral Health Department

The Behavioral Health Department continued to experience a great number of new and exciting areas of growth and opportunities this year as well as a number of set-backs in December due to the loss of our Clinical Director, Sarah Determan, PhD and a staff therapist, Trilby Kerrigan, LCSW. However, we gained two new staff: Alissa L. Davis-Ku, Psychology Assistant and William Feather, who recently obtained his ASW and has begun to see clients in therapy as well as his work in Outreach at various Tribal communities and local agencies. Alissa L. Davis-Ku, Psych Assistant, will be seeing clients in psychotherapy once contracts are in place for her supervision. We are currently awaiting the hiring of a new Director and medical Social Worker. For now, Christine H Friedrich, LCSW is coordinating Behavioral Health Services and referrals for clients who are in need of clinical care. We hope to have these positions filled in February.

The Department's partnership with North American Mental Health Services continues to provide Tele-psychiatric services with the same provider, Arnecia Lewis-Smith. She is a family nurse practitioner with a background in primary care. She holds board certification with the American Academy of Nurse Practitioners (AANP) and the National Commission on Certification of Physician Assistants (NCCPA) as nurse practitioner and physician assistant. She sees patients twice a week at Behavioral Health. We continue to improve on the goal of our Tele-psychiatry program for access to mental health specialty care, reduce the delay of psychotropic medication management services and reduce the stigma of mental health and use of psychotropic medication. Our numbers reflect major gains in this area.

The Behavioral Health Department continues to offer greater psycho-therapeutic services and referrals through Mental Health Services Act (MHSA) funding, which was awarded in 2018. This funding has steadily increased our community outreach and wellness efforts.

2021 proved to be a year of expansion and challenges as Covid-19 impacted not only the clinic and Tribal communities but also through loss of staff from November-December. We reached clients, who otherwise would not been able to receive services due health and age via Video Psychotherapy and Telephone. Presently, at this time of restructuring, we are providing referrals to clients whose clinician has left the agency and currently do not have a replacement in a timely manner. William Feather has greatly expanded outreach to many of the tribes we serve. He also sees tribal children and teenagers at various schools. Debbie Swayze, MSW and William Feather, ASW continue to work with the Mendocino County Jail in offering re-entry services, mental health/substance abuse support and referrals back to CTHP and into community wellness programs after release.

Behavioral Health Department

In the area of cutting edge neuroscience technology and interventions we have added Neuro-feedback by Christine H Friedrich, LCSW. We have had several clients receive Neuro-feedback and a waiting list is currently being compiled until openings occur when clinical providers are hired. This is a great addition to working with those with anxiety, depression, ADD/ADHD, PTSD, TBI/Stroke, and other mental health issues.

It continues to be the hope of the department that with the consistency and longevity of many of its providers that the department will continue to be able to build trust and support for those who struggle with mental illness and other emotional/psychological challenges. The department continues to create new alliances and community outreach connections that will increase services for the population served at CTHP. In 2021, the behavioral health department had **3,934** patient client contacts.

Behavioral Health Staff that are currently able to see clients for Assessment and Psychotherapy are:

- * Christine H Friedrich LCSW and William Feather, ASW
- * Alissa L. Davis-Ku, Psychology will soon be restarting to see clients.
- * Debbie Swayze, CACII, MSW continues to provide Substance Abuse Assessments, groups and residential treatment referrals.
- * CTHP will also be bringing in locum tenens for the behavioral health department to work with clients until department is fully staffed.

In closing, we want to issue a congratulations to both William Feather and Debbie Swayze for obtaining their MSW degrees this year. The MSW program is a highly demanding program that requires rigorous coursework, field practicum and is a huge commitment. As graduates, its obvious that nothing can detract you from pursuing your goals! This also a tribute to CTHP for its support in the continuance of higher education.



Financial Statements

Funding: Fiscal year 2020 ended with a significant amount of deferred revenue, regular IHS funding and Covid dollars. In 2021 the regular IHS funding was \$5,859,219. Covid money received in 2021 was \$6,634,231. In total \$12,504,450 in funds were received from IHS for the clinic. In addition, Covid funding rolled over from 2020. CDC grant \$875,250 and IHS \$1,249,957. Funding for the clinic remains very strong.

Challenges: The clinic and the finance department experienced a shakeup mid-year. The Billing/Front Office Manager left in June while the billing clerk position was open. There was a need to contract out for billing services. There was a slight delay in third party billing in July and August, but by September was starting to pick up. By November the billing department was fully staffed and rapidly catching up with the accounts receivable. There remains work to be done. The new billing supervisor has resolved several pending issues that had been outstanding under the previous staff. Additional Athena training has been secured to provide staff with additional support.

The Finance department was tasked with picking up various parts of Human Resources, which pushed off existing projects. Covid-19 funds received in 2020 had reporting requirements for 2021. The PPP loan was fully forgiven and offset to 2020 numbers. The HRSA funding was utilized as lost revenue and HRSA reporting was completed in November. In addition, CDC Grant reporting was completed. These three major reports are not required in a typical year but added to the already full plate.

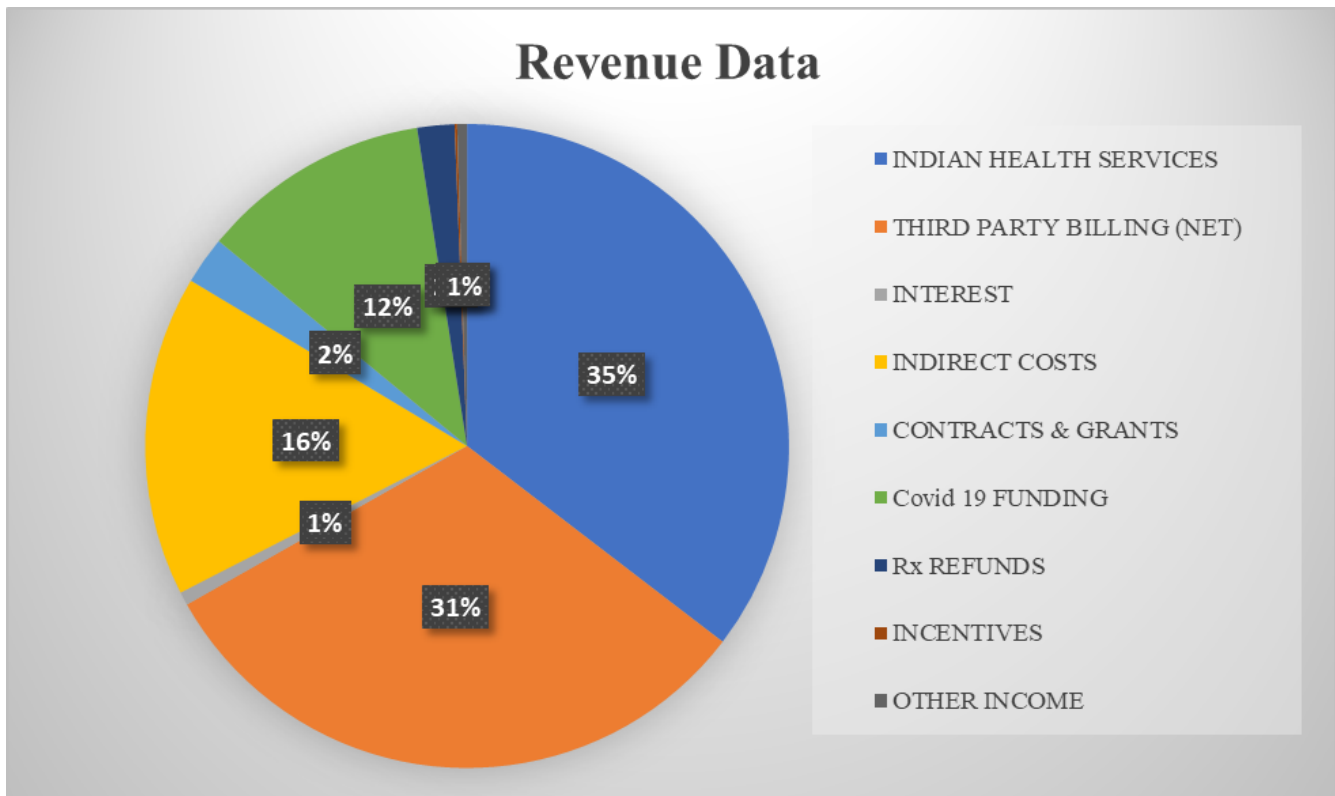
Accomplishments: The bookkeepers and staff accountant have been vital to keeping the department running while priorities shifted from day to day. Despite all the additional work for the finance department, payroll was processed on time, payables and PRC went out each week. The financial audit for Fiscal year 2020 was finally finished.

James Stewart was hired in August. In the last quarter of the year, open positions have been filled, IT Manager, Billing Supervisor, Billing Clerk, HR Generalist, LVNs. Hiring will remain an ongoing major component for the new fiscal year. In addition, many HR duties are transitioning back to its own department.

Third party revenue has rebounded. It is back to the 2019 collections, about **\$4.3 million**. The Financial numbers have not been finalized for fiscal year 2021. Fiscal year 2020 final income was \$1.1M. It is anticipated that 2021 will end with deferred revenue of IHS dollars, rollover of Covid-19 dollars and a strong bank account of third-party dollars. CTHP has a very healthy balance sheet. Is in good liquid position to start the 2022 fiscal year. The investments ended the year in positive territory at **\$1.2 million**. Revenues will exceed expenses by close to **\$1 million**.

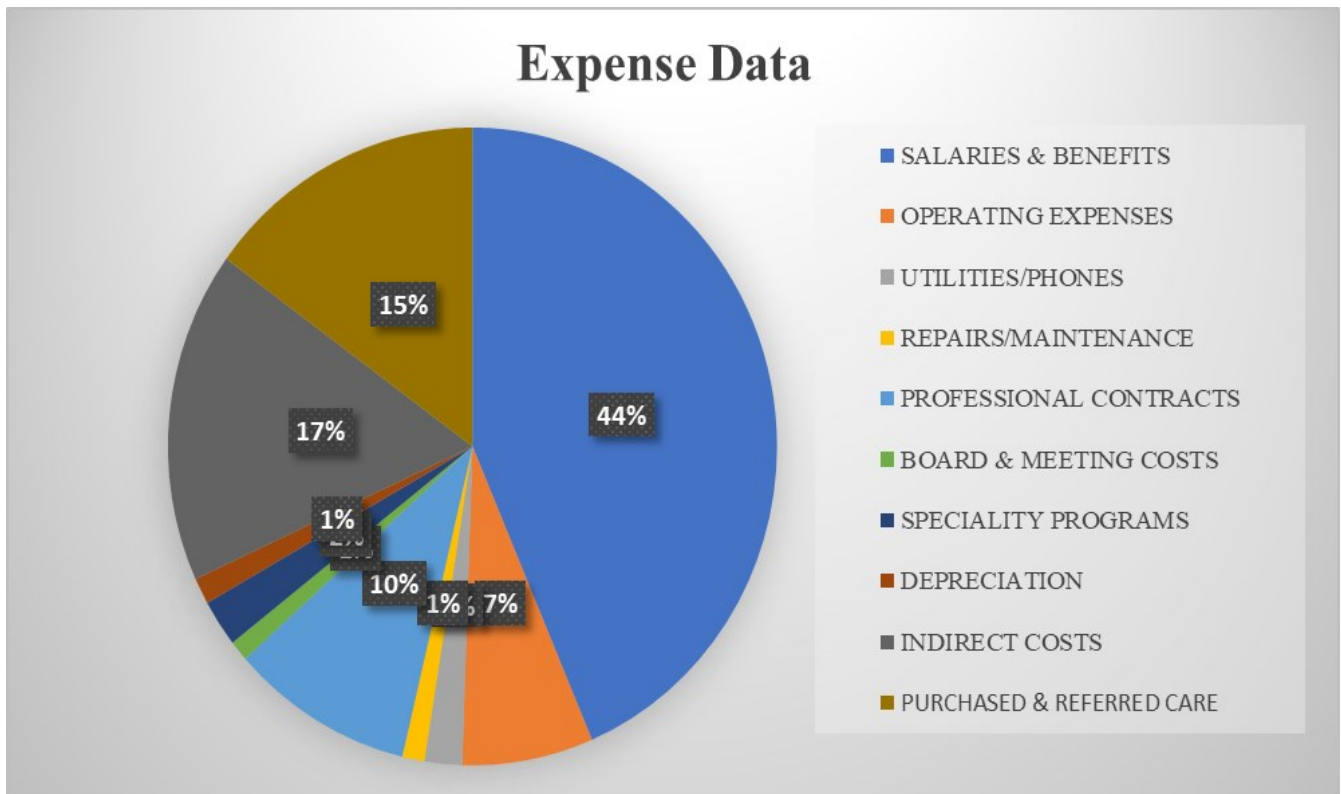
The building project and loan acquisition are still ongoing. Blackbird and Associates will be redesigning the Dental clinic and providing options to expand the Behavioral Health clinic. The change in the design will be more cost effective and ensure the clinic will not over burden future generations with long term debt.

Financial Statements



REVENUE SOURCE	AMOUNT	PERCENT
INDIAN HEALTH SERVICES	\$ 5,032,137	35.40%
THIRD PARTY BILLING (NET)	\$ 4,463,402	31.40%
INTEREST	\$ 95,113	0.67%
INDIRECT COSTS	\$ 2,290,008	16.11%
CONTRACTS & GRANTS	\$ 339,882	2.39%
Covid 19 FUNDING	\$ 1,639,770	11.54%
Rx REFUNDS	\$ 265,874	1.87%
INCENTIVES	\$ 17,500	0.12%
OTHER INCOME	\$ 70,301	0.49%
	\$ 14,213,987	100.00%

Financial Statements



EXPENSES	AMOUNT	PERCENT
SALARIES & BENEFITS	\$ 5,924,942	38.63%
OPERATING EXPENSES	\$ 946,059	8.33%
UTILITIES/PHONES	\$ 270,130	2.11%
REPAIRS/MAINTENANCE	\$ 159,644	1.12%
PROFESSIONAL CONTRACTS	\$ 1,318,744	8.16%
BOARD & MEETING COSTS	\$ 141,727	1.16%
SPECIALITY PROGRAMS	\$ 324,801	2.65%
DEPRECIATION	\$ 181,138	1.46%
INDIRECT COSTS	\$ 2,290,008	20.94%
PURCHASED & REFERRED CARE	\$ 2,036,980	15.43%
	\$ 13,594,173	

Maintenance and Facilities Department

The Facilities Team has provided responsive and efficient care of tending to the clinics operational demands necessary to maintain a safe, clean, comfortable, welcoming, and compliant environment. The facilities consist of not only the main clinic but additional supply buildings, landscape, and parking maintenance.

Services are provided in a patient focused, efficient and sustainable manner. Facilities is the backbone of supportive services to employee needs, from replacing chairs to campus clean up, opening and closing the facility daily and through coordinating with management to determine the facility needs on a short- and long-range plan. Facilities can be counted on to step in at a moment's notice to resolve issues and by coordinating with management to determine what the facility needs on a short- and long-range plan.

Accomplishments:

- * Follow all the COVID-19 guidelines and directives regarding ongoing cleaning and disinfection of the facilities.
- * ADA compliant, low flow toilets were installed in all the clinic bathrooms. Automated paper towel and sink faucets were also installed.
- * The exterior of the clinic was stained enhancing the appearance of the clinic.
- * New HVAC System was installed in the Wellness Center. This replaced the original equipment from when the building was built.
- * Work on installation for the temporary generators and/or the permanent generators has been completed. The equipment has yet to be installed. Installation set for first quarter of 2022. The generators will run both building A and B in case of a power shutdown.
- * Interior painting in the medical clinic is scheduled to be done in the first quarter of 2022.
- * Outdoor LED flood and motion detection lighting installed in the walkways in December.
- * Electrical upgrades in the Medical and Dental departments.
- * Easement trees were trimmed for fire hazards.
- * Ongoing discussions with IHS on clinic needs, and maintenance funding.
- * Covid-19 dollars are utilized for major renovations and upgrades for the facility.
- * Major plumbing issue for Building A has been resolved.
- * Progress has been made on space planning and building expansion projects.

Purchased and Referred Care

The Purchased/Referred care Department has continued to serve the client population amidst the challenges of the ongoing Covid pandemic. IHS provided designated funding to cover direct patient care related to the pandemic. Unfortunately, the department did utilize these funds for patients who suffered from Covid-19.

In addition to direct medical care, the funds were able to be utilized for deferred dental care. Many patients put off dental procedures that resulted in significant dental work. Fortunately, the clinic had the funds to cover these procedures. Due to the pandemic the PRC department is still limiting in person contact and using electronic communications when possible.

Accomplishments:

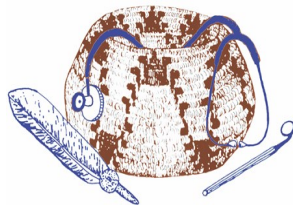
- * CTHP has been registered as a Community Based Organization (CBO) for BenefitsCal.com.
- * Partnered with Mendocino County for a dedicated eligibility worker to provide services once a week. This is currently a remote arrangement; however, this direct contact enables a patients paperwork to be processed quicker.
- * Rite-Aid Pharmacy has been processing claims since August 2021.
- * On-going service to clients for Covered California and other benefits.
- * PRC training for providers

Challenges:

- * Covid-19 has put extreme pressure on the staff. Staff have been out at various times over the year due to Covid related issues.
- * Education of patients on the PRC services and requirements.
- * Connecting with PRC eligible patients.

Opportunities:

- * Increase hearing aid and eyeglass allowances for FY 2022.
- * Research opportunities to bring some services in-house, i.e., Optometry.



Community Outreach Services Department

Outreach and Transportation has faced several challenges this past fiscal year, due to the pandemic. Several wellness groups had to be put on hold because of the limited number of persons allowed to gather outside of immediate family groups. With the advent of the Covid vaccine and said implementation, some wellness groups were re-opened and clients were able to meet in person, only to be shut down not long after as Covid spiked. As new restrictions were in effect at the County, State and Federal levels, we navigated through the uncertainty of Covid, embraced adherence to Covid safety protocol and persevered.

Accomplishments:

- * In June a graduation ceremony was held to honor all the graduates from 2020 and 2021. It was a well-attended event and there were graduates from Preschool to Master's level.
- * The CTHP community garden produced plenty of fresh vegetables. Items were picked weekly and made available for patients and staff to enjoy.
- * Car seat classes continued to be held as child car safety is highly promoted.
- * Trunk or Treat (CTHP's version of Trick or Treating) was a resounding success, with participants enjoying the festive decorations that the departments provided.
- * The glucose monitoring program had continued to be a great success. Participants saw significant improvement in their A1C levels.
- * Transportation continued to provide transports to the clinic and other medical appointments.
- * The CHRs were able to perform limited in-home services.
- * SDPI – The clinic received additional SDPI funds to use for the program. Some of these funds rolled over into 2022.

Once again Covid-19 has affected our ability to fully provide group education services and large events through the Outreach Program. While we wait to hear from our leadership as to our ability to host groups and events, the Outreach Staff are working to ensure social distancing, masking, and cleaning processes are in place. During this time, some services will continue such as home visits, transportation, and medication deliveries.

The Outreach department has recently experienced staffing changes and we are working hard to ensure services are minimally impacted. We ask for your patience during this time of transition. We hope to be able to provide all services, groups, and events once again very soon!

Community Outreach Services Department



Halloween looked a little different this year since COVID-19 had postponed many events at our clinic, in addition to schools, family gatherings, and every other fun event in the county. Dedicated staff at CTHP were quick to not let an opportunity for an outside event pass by.

On October 29, 2021 CTHP held its Trunk or Treat Event that took place outside in our parking lot. Although it was an outside event we were still compliant with COVID –19 safety protocol and procedures by masking up at the event and providing sanitizing stations for all in attendance. Additionally, CTHP provided individually wrapped goodie bags for participants in attendance courtesy of our various departments at CTHP.

Overall, this was a great way to gather safely and wave to our patients and their families as they drove through the line. CTHP would like to thank all the staff and their families who helped make this a successful event during the pandemic.

Information Technology Department

The IT Department is managed by Bradley Creamer and supported by IT Technician, Devin Jackson. Together, they manage the majority of CTHP's network communications, computing technologies, and system administration of CTHP's EHR systems: Athena and RPMS. We provide technological solutions and services for staff in support of the CTHP mission and strategic plan. Our purpose is to support the clinic's mission by expanding access to sound, secure, and a sustainable technology infrastructure in terms of business intelligence, instructional technology, information systems, security, networking, and client support.

- * We provide planning and services for campus technology, including infrastructure, security, communication systems, training, and IT project management.
- * We deliver support for medical technology and tools by implementing standards for the exam room of today and the future.
- * We offer support for campus events through audiovisual streaming technologies.
- * We provide support for CTHP Telemedicine through the delivery of effective, reliable, and intuitive software applications.
- * We support the campus and staff work environment through services such as repair, implement technology solutions, and tools that promote successful health improvement outcomes.
- * We partner with staff to develop opportunities and embrace change through the use of technology.
- * We work with vendor partners and affiliated entities to stay current with technology best practices.

INFORMATION SYSTEMS AND SECURITY GOALS:

IT strives to be a partner with CTHP's departments to ensure that members of the CTHP staff have the technology they need to get their tasks and projects completed efficiently and on-time. This involves staff having access to their data and everyday resources backed by standardized technology and with the support needed. To do this, IT will collaborate with departments and staff members in providing technology-based solutions, strong communication tools, and best practices.

Campus wide Wi-Fi Initiative:

Starting in early 2022, CTHP's campus will be Wi-Fi enabled. Using a secondary network, wi-fi will be available to staff, equipment, and to guests (in limited capacity) keeping our primary network secured. The secondary network will also provide a failover service should the primary network go offline for an extended period of time.

Information Technology Department

CTHP Website:

In 2022, the CTHP website will begin playing a more prominent role in providing our community with the pertinent information needed for obtaining health information and services. Additionally, a staff-only Intranet will be introduced for staff to use to complete tasks and disseminate information more efficiently.

Security Matters:

In addition to maintaining cybersecurity at CTHP, the IT Department implemented Multi Factor Authentication (MFA). Phishing emails and “smishing” texts are still the most common and successful method of compromising accounts through social engineering. MFA at CTHP will be an effective tool in CTHP’s information security, reducing the threat posed by compromised passwords. A bad actor may succeed in obtaining login credentials but would be unable to access targeted accounts without the added authentication code provided to the true owner of those credentials.

It is important that all staff members and all community members support security by asking:

- * Who is the email, text, or call from?
- * Why am I receiving this email, text, or call?
- * What is the email, text, or person calling me asking from me and is it reasonable?
... and:
- * Never using a link in a suspicious email or text; instead, going directly to the source to check if there’s a problem or if the information is from the email or text is correct.



Photo: New CTHP Employee, Bradley Creamer, IT/IS Manager.

Credentialing Report

CTHP is committed to its ethical responsibility to ensure patient safety and to promote the physical, mental, emotional, spiritual, and social wellbeing of the community and is pleased to report the following information in regards to the Credentialing that occurred in 2021.

Temporary Providers Hired through Barton and Associates:

- **Juan Gaido, MD (03/29/21-06/18/21)** Worked in the Medical Department.
- **Carolyn Malone, FNP (11/22/21-2/25/22)** Worked in the Medical Department.
- **Rainford Poyser, FNP (09/24/21-10/29/21)** Worked in the Medical Department.
- **Narinder Trehan, MD (06/28/21-09/24/21)** Worked in the Medical Department.

Family Medicine Resident Providers Hired:

- **Jeffrey Baitis, MD (06/09/19-06/30/22)** Working in the Medical Department as a 3rd year Resident Provider through Adventist Health.
- **Jill Buller, MD (06/14/21-06/30/24)** Working in the Medical Department as a 1st year Resident Provider through Adventist Health.
- **Daniel Coates, DO (06/14/20-06/30/23)** Working in the Medical Department as a 2nd year Resident Provider through Adventist Health.
- **Angela Mapanao, DO (06/14/20-06/30/23)** Working in the Medical Department as a 2nd year Resident Provider through Adventist Health.
- **Meghan McCurry, DO (06/14/21-06/30/24)** Working in the Medical Department as a 1st year Resident Provider through Adventist Health.
- **Chloe Nicolaisen, MD (06/14/21-06/30/24)** Working in the Medical Department as a 1st year Resident Provider through Adventist Health.

Permanent Employment Hires:

- **Tianita Alexander, PA (2/10/21-)** Approved by the Board QI to work as a Telemedicine Psychiatrist in the Behavioral Health Department specifically for the MAT (Medication-Assisted

Credentialing Report

Treatment) Program, but to date she has not been brought onboard as we do not have a case load in place for her.

- **Nancy Incerti, LAc (05/24/21-)** Working in the Medical Department as a licensed Acupuncturist.
- **Jodi Parungao, MD (09/03/21-)** Working in the Medical Department with the Residency Program through Adventist Health overseeing the Resident Providers.

Providers who Left Consolidated Tribal Health Project, Inc.:

- **Javier Arroyo, DC (02/07/05-09/30/21)** Worked in the Medical Department as licensed Chiropractor.
- **Sarah Determan, Psy.D. (11/04/19-12/17/21)** Worked in the Behavioral Health Department as the Behavioral Health Director.
- **Christopher Deuel, MD (10/27/20-5/10/21)** Worked in the Medical Department as the Director for the Residency Program through Adventist Health, overseeing the residents as well as supervising the Resident Providers.
- **Trilby Kerrigan, ASW (07/02/18-11/17/21)** Worked in the Behavioral Health Department as a Behavioral Health counselor.
- **Marlin Press, LAc (10/01/02-03/26/21)** Worked in the Medical Department as a licensed Acupuncturist.
- **Amy Redmer, MD (05/16/16-03/23/21)** Worked in the Medical Department as the Medical Director.

Consolidated Tribal Health Project would like to acknowledge and say “thank you” to all the providers who are no longer with CTHP and wish them the very best in their new work adventures. We appreciate their skillset and expertise they brought to our clinic. We look forward to continued due diligence in our credentialing and privileging processes in 2022 to ensure a high level of quality medical care .

Cultural Traditions Committee

The Cultural Traditions Committee this year was blessed to have Erica Pinola, Sonny Elliott, Valerie Stanley, Diana Billy-Elliott, Candice Gonzalez and Olivia Rosales to serve on the committee. As the Cultural Traditions Committee, we uphold our traditions and serve our community by holding Cultural Values as the center of our vision along with CTHP's mission to bring together our community to strengthen our people we serve.

This year was a challenge to all our people with COVID shutting many events down. During this time, we were able to create a partnership with Adventist Health Ukiah Valley Residents Program. The residents program meets once a month to have Cultural Competency Education with Erica Pinola and Guest Speakers. Subjects included Uniqueness of Tribes & How to interact with Elders and Tribal Members, ICWA Laws and Process of reporting, MMIW history local, Victim Advocate, Domestic Violence, Cultural Competency Trauma Informed, Red Road Principles & Support Groups, Holistic Massage Therapy, Pomo Basketry and Fatherhood and Motherhood are sacred. Future Teachings will be Language Revitalization in Tribal Communities and Local History of Pomo Tribes. This experience has been very positive and enriching for the residence. I want to thank all of our Guest speaker's for educating the Residents with their knowledge. In the 2022 year we have made a commitment to hold Staff Cultural Competency Workshops.

In March we hosted Natives Dad's Network as they traveled through Pomo Country spreading the word on the Opioid Crisis. They gave a Narcan training to help save lives. In May we hosted MMIW Awareness event with Inter-Tribal Council of California. This was a powerful event with families gathering giving testimony of their missing loved one. In June we hosted the 500 mile American Indian Spiritual Marathon. Their principle message is "all life is sacred". They run for the protection of sacred sites and for preserving the tradition of spiritual running.

This year we held a Drive-up raffle event with all the donated raffle prizes from the Staff departments and community members when we had to postpone our Fall Gathering due to COVID. This event we served a salmon dinner. We served 230 dinners as families drove up picked a raffle ticket and was given a prize if they pulled a winner ticket. We take pride in being able to have a COVID safe event while taking all precautions to keep our community safe.

In the upcoming year we look forward to hosting a Spring Event and continue to create projects that enrich our people with Culture and keep our traditions alive. This year we give our prayers and condolences to all those families who lost loved ones. The Cultural Traditions Committee was committed to updating our Traditional Health and Wellness Services policy. This policy aims to provide a general framework for referral to Traditional Health and Wellness Services. CTHP strives to integrate Traditional Health and Wellness Services that address all parts of our client's self, including their spiritual self. We look forward to the coming year and will continue to provide Cultural Events and providing Traditional Wellness to our people and Staff. k'edi wa:dum

Cultural Traditions Committee



Human Resources

The clinic faced many challenges in 2021 with Human Resources. The departure of the Medical Director and Clinic Manager left a void in the Medical Team, which had already lost some CMAs and LVNs. The hiring of the RN and the LVN/Clinic Coordinator provided some stability for the department. With the leadership team they were able to bring in additional CMAs and set up a solid training program.

Hiring has been a big push in 2021. The Medical Director and Staff Physician are still open positions that have yet to be filled. HR has developed a strong recruitment package for these positions and revised the starting salaries. There is a shortage of Medical Professional currently, which is causing delay. HR was without any staff for six months. The Executive and Finance Director have filled the gap. The Executive Director position was also open for an extended period of time and had to be filled. In August a new Executive Director was hired, which relieved the Dental Director of that duty.

In 2021 the Outreach Manager and Behavioral Health Director positions became open. Stabilization of those two departments is ongoing as the search for candidates ramps up. Recruitment has been a pressing need for the clinic. There are still several open positions, but key positions are beginning to be filled. A new IT Manager brought in in October, a new Billing Supervisor, along with a billing clerk have been filled. Two LVNs have been recruited and are coming on board in January.

The HR Generalist position has been filled by an internal candidate. This position will be dedicated to the hiring and onboarding process. The onboarding process has been reviewed and updated. New hires are given not only CTHP history and mission, but they are also provided an outline of the Pomo culture. In 2022 books will be given to all new hires that are specific to the history of the Pomo Indians of the region. Cultural competency is a high priority, with staff training and development rolling out in 2022.

Although HR has faced several challenges in 2021, the recruitment process will take precedence in 2022. There are job postings and interviews ongoing as positions become available and positions are filled.

Employee Recognition Years of Service

At CTHP we believe that all employees from medical to facilities and administrative staff are essential; and have an affect on patient care in their own prescribed roles. CTHP employees are dedicated, and hardworking, they look for ways to provide quality and meaningful interaction with patients.

The Board of Directors would like to acknowledge and express appreciation for the service of every employee who through their work and effort contributes to the health and well-being of our community every day.

At the 2022 Annual Meeting, we gratefully recognized the combined 118 years of service exhibited by thirteen (13) of our dedicated team members:

Department	Employee	Year Hired	Job Title	Years of Service
Front Desk	Christina Chavez	2018	Patient Services Representative	3
Dental	Priscilla Costa	2018	Staff Dentist	3
Medical	Dr. Angelo Guerrero	2018	Staff Physician	3
IT	Devin Jackson	2018	IT/IS Technician	3
Finance	Kathleen Postal	2018	Finance Director	3
Medical	Melissa Vargas	2018	Referral Technician	3
Medical Records	Rocio Engkabo	2011	Health Records Technician II	10
PRC	Kayla Lowell	2011	Clerk	10
Administration	Tanya Lucchesi	2006	Credentialing and Privileging	15
Dental	Shelly Mc Donald	2006	Registered Dental Assistant	15
Billing	Andrea Ramirez	2006	Billing Clerk II	15
Facilities	Daniel Vaca	2006	Maintenance/Facilities	15
Administration	Andrea Avalos	2001	Administrative Assistant	20
Medical	Maria E. Alvarez	2001	Certified Medical Assistant	20

New Beginnings



Prenatal and Newborn Care
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