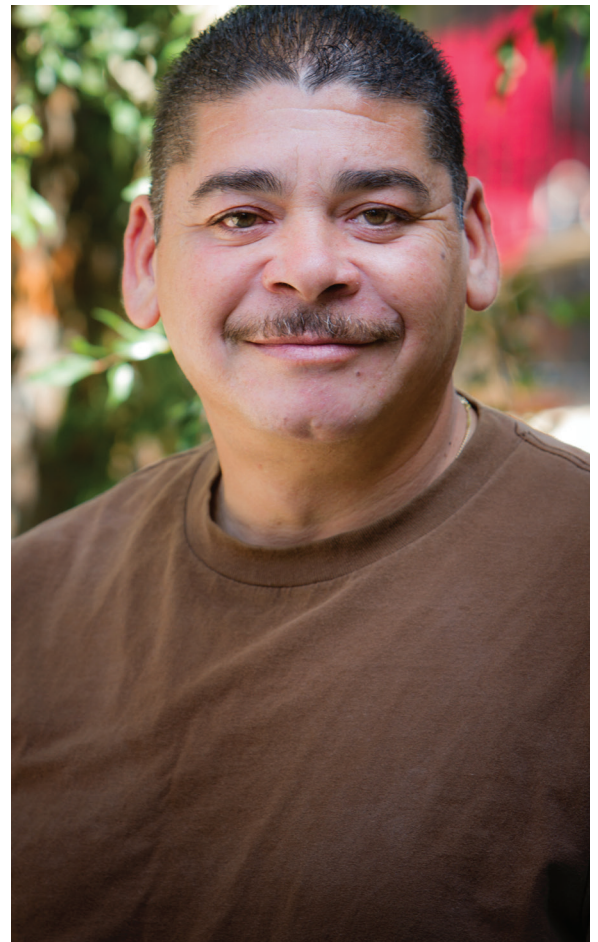




**Pacific Clinics**  
ADVANCING BEHAVIORAL HEALTHCARE



*Providing Life-Changing  
Mental Health and  
Supportive Services to  
Diverse Communities*



**2017 COMMUNITY  
IMPACT REPORT**

# A Letter from the President & CEO



James J. Balla, MBA  
President & CEO



Gregory A. Bowman, EdD  
Board of Directors, Chair

*While providing behavioral health and supportive services is the core of what we do, we are more than that.*

## *Beyond Services*

Pacific Clinics has provided life-changing and life-saving services to diverse communities since 1926. While providing behavioral health and supportive services is the core of what we do, we are more than that. We are a community of professionals and paraprofessionals who engage in innovative research, training, and advocacy to complement our whole-person, integrated care approach. We proudly set high standards for the quality of care and the experience we provide to our clients and our staff, and continually look for ways to improve and streamline what we do.

Everything we do is aimed at providing a better quality of life for our clients: we provide treatment so that clients can achieve recovery and wellness, we engage in research that we share with the field to advance best practices, we provide training and nationally accredited internship opportunities to develop a strong pipeline of behavioral health care professionals, and we advocate for policy and funding that will favorably

impact individuals with mental illness. We impact individual lives by empowering clients with coping skills and connections to wraparound supportive services, while also working towards systems-level change to ensure that appropriate support is available to everyone who needs mental health services throughout their recovery journey.

In the following pages, we invite you to learn more about the lives we touch through our services, research, training, internship, and advocacy. These 20 pages are not enough to fully recognize the dedication and hard work of our staff, Board of Directors, community partners, and the generosity of our funders and donors who each play an integral role in helping the over 22,000 children, adults, and families we serve each year achieve healthier, more fulfilling lives. Our Strategic Plan, PC 2020, guides our work and provides exciting opportunities for expansion and ongoing improvement. We look forward to informing you of our progress.

Warm regards.



# Strategic Plan PC 2020

Pacific Clinics recently completed a Strategic Plan for Fiscal Years 2017 – 2020, called PC 2020. PC 2020, which follows the success of our previous planning process, PC 2015, builds on the agency’s distinguished 90-year history. The Plan – developed with significant input from the Board of Directors, staff, and key stakeholders – represents a unified organizational roadmap, centered around six initiatives:

<b>INITIATIVE</b> <b>1</b>	<b>ENHANCING SERVICE DELIVERY</b>	To provide high-value, culturally responsive and cost-effective programs and services that are enhanced continuously through quality review and reflect a whole-person service model of integrated care including physical health, mental health and substance use.
<b>INITIATIVE</b> <b>2</b>	<b>ENHANCING WORKFORCE DEVELOPMENT</b>	To cultivate and sustain a culturally and linguistically diverse workforce of talented professionals and paraprofessionals to lead the agency into the future.
<b>INITIATIVE</b> <b>3</b>	<b>STRENGTHENING INTERNAL OPERATIONS</b>	To continuously develop and improve internal operations – including technology/information systems, structures, processes and policies – to ensure that the agency’s programs and services are supported by a well-organized and cost-effective administrative infrastructure.
<b>INITIATIVE</b> <b>4</b>	<b>ADVANCING EFFECTIVE COMMUNICATIONS AND ADVOCACY</b>	To communicate effectively and consistently with both internal and external audiences, building on Pacific Clinics’ brand, achieving clarity and effectiveness in agency communications, and actively advocating on behalf of our consumers and their family members’ best interests.
<b>INITIATIVE</b> <b>5</b>	<b>ENSURING FINANCIAL SUSTAINABILITY</b>	To enhance and sustain the agency’s revenues – earned through public and private contracts and grants, fundraising and other sources – to achieve consistent annual operating surpluses and position the agency financially to pursue new programs/service delivery opportunities.
<b>INITIATIVE</b> <b>6</b>	<b>PURSUIING BUSINESS DEVELOPMENT AND STRATEGIC PARTNERSHIPS</b>	To identify and pursue business development opportunities and strategic partnerships/alliances to further Pacific Clinics’ mission, capitalize on agency resources and advance integrated care and promising service models.

# Overview, Mission, & Locations

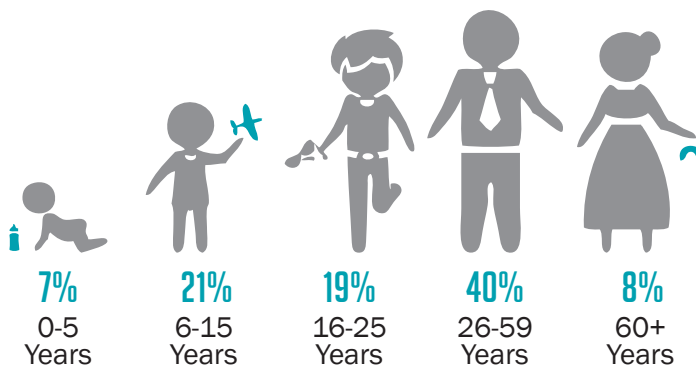
*Together, we made a difference in the community in Fiscal Year 2016-2017:*



**22,500**

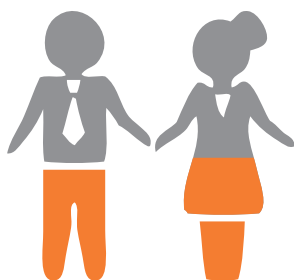
Children, youth, adults, older adults and families received services.

## Age



\* 5% Unknown

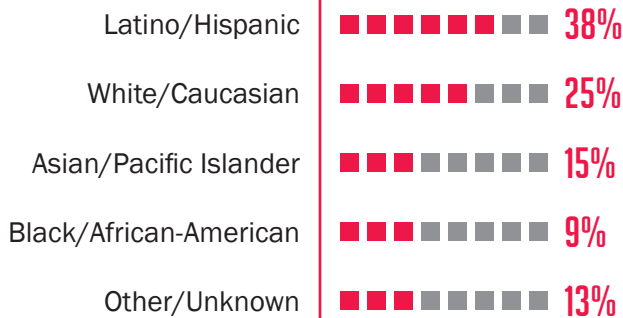
## Gender



Male 45% Female 49%

\* 6% Unknown

## Race



**22**

Number of languages our staff speak.



**1,062**

Individuals and families received supportive housing services. Many received referrals to programs.



**125**

Trainings provided through our Pacific Clinics Training Institute to behavioral health professionals, peers and community members.



**179**

People received Substance Use Disorder (SUD) Treatment. Hundreds more were referred to other agencies.



**934**

Children developed the skills they need to start kindergarten in our Head Start/ Early Head Start program.



## Mission Statement:

*Building on people's strengths, we deliver quality mental health and substance abuse services.*



## Did you *know*

### EVERY CLIENT HAS AN INDIVIDUAL PATHWAY



Once referred, a client meets with an intake specialist who identifies their needs and connects them to a local Pacific Clinics location.



After a full assessment, a mental health team is put together for each client. This may include a psychiatrist, nurse, therapist, mental health worker (MHW) and peer partner.



To meet our clients' financial or other supportive needs, they may be assigned to a housing specialist, health navigator or licensed clinical social worker.




Although most services are in-house, our partnerships with agencies (such as recovery programs) help our clients get a broad range of support.

### INTEGRATED TO TREAT THE WHOLE PERSON







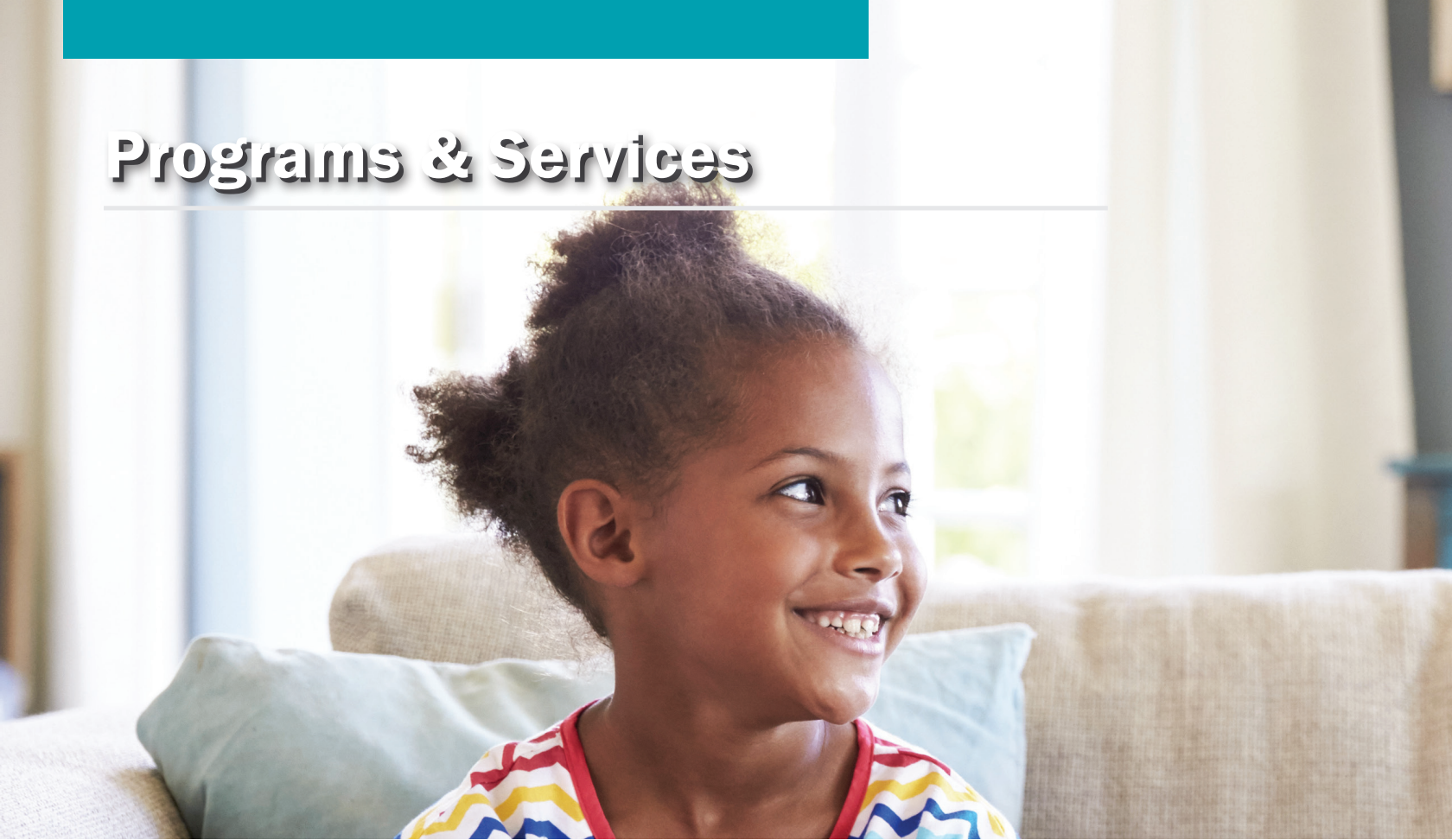


*“ I like showing our clients that there is more to them than just their mental illness. ”*

— Shelley Delgado,  
Peer Partner



# Programs & Services



*“At Pacific Clinics, we understand that to treat someone with mental illness, it is necessary to address all the areas that affect the whole person. Our integrated, multicultural care offers hope to families and individuals.”*

— Shawn Caracoza, Executive Vice President & Chief Clinical Officer

**Mental Health Treatment:** Pacific Clinics provides linguistically and culturally appropriate prevention and early intervention services, mental health and behavioral health treatment, and wellness services to children, youth, transitional age youth, adults, and older adults. Our trained behavioral health professionals use evidence-based programs to provide the most appropriate care to clients wherever they feel the most comfortable: in our offices, at schools, in homes, and in the community. All treatments are tailored to the individual based on assessments and clients’ strengths.



*"By using the latest evidence-based treatment techniques, from social models to cognitive-based therapy approaches to Medication Assisted Treatment (MAT), we provide advanced, comprehensive care for co-occurring disorders."*

— Stacy Cohen, MD, Associate Medical Director - Substance Use Disorders

**Substance Use Disorder Treatment Services:**

An estimated 50-60% of people with mental illness also have a co-occurring substance use disorder. They may try to self-medicate with alcohol or other substances to improve the symptoms of their mental illness, when in reality doing so worsens these symptoms.

Our certified Substance Use Disorder Counselors work with our trained mental health professionals to offer integrated substance use treatment and mental health treatment, as well as individual, family and group counseling. We are piloting the use of medication-assisted treatment. To prevent relapse in more intensive cases, we provide aftercare services to support recovery maintenance. Services are available to youth, adults and older adults. In FY16-17, we provided substance use disorder treatment to 179 clients.



# Programs & Services

*"I believe in the power of unity. Working together as a team, we can help end homelessness for clients."*

— David Garcia, Corporate Director of Housing

**Homeless and Housing Services:** Stable housing is a critical component in the recovery and wellness process.

Our Housing Department staff works closely with our clinical team to offer integrated counseling and treatment services to treat their mental illnesses and co-occurring substance use or other medical issues, as well as targeted case management to connect clients with income resources.

We conduct outreach and engagement to homeless mentally ill individuals, provide temporary housing and housing support services, assist clients in securing permanent housing (including application and documentation completion and security deposit assistance), and help clients build the independent living skills needed to maintain permanent housing. In FY16-17, we supported 115 clients with temporary housing and assisted over 125 clients to obtain and maintain permanent housing. In total, over 1,000 clients received supportive housing services, including referrals to programs.





**Employment Services:** Pacific Clinics helps clients achieve a more meaningful life – a critical component to recovery from mental illness – with job training, placement, and retention support. Pacific Clinics’ Employment Services program works with clients to build their confidence in their ability to hold down a job and to provide them with assistance to obtain and maintain a job that matches their interests, skills, and abilities. In addition to job training, placement and retention support, Employment Services prepares job candidates for success by providing them access to a professional wardrobe for interviews, bus fare for transportation to and from job interviews, and more. In FY16-17, we served 164 clients.

**Head Start/Early Head Start:** Providing prevention and early intervention services in childhood can prevent future problems in at-risk and high-risk low-income populations, increase access to mental health treatment for those with identified needs, and promote mental health wellness in all children.

Pacific Clinics’s Head Start/Early Head Start program provides comprehensive high quality early childhood education, health, nutrition, and parent involvement services. We conduct a developmental screening for each student, and can identify and support children who may have a mental illness or severe emotional disturbance. Our mental health 0-5 specialists work with Head Start/Early Head Start teachers to ensure these children receive the behavioral health treatment they need to be successful in school and in life. In FY16-17, we served 934 children and their families.

# Research & Outcomes



**Research:** Pacific Clinics is part of the Recovery Oriented Care Collaborative (ROCC), the first mental health Practice Based Research Network (PBRN) in the country. A PBRN is a group of providers who come together to study topics or questions that directly impact their practice, engage researchers in answering those questions, and use the results to improve service delivery. Other partners of the ROCC include Didi Hirsch Mental Health Services, Exodus Recovery, Mental Health America of Los Angeles, and USC School of Social Work.

The PBRN focuses on allowing service providers to select research questions and conduct ongoing, rapid-cycle research and data evaluation so that changes can be implemented quickly.

In FY16-17, the ROCC looked at the impact of integrated physical and mental health treatment on persons with severe mental illness. Findings show that 72% reported improved mental health, 56% reported improved physical health, and 68% reported improved access to care.

**Outcomes:** Pacific Clinics' Outcomes & Evaluation Department (OED) uses data to drive improvements to care, increase client and staff satisfaction, and provide more cost-effective services. The OED conducts programmatic and organizational evaluations at all stages, provides training, and disseminates actionable findings in easily accessible reports.

This past year, clinical-level research studies included Using Outcomes to Drive Treatment Decisions, Integrated Care, Pasadena Youth Violence Prevention Program, and Parental Depression in Pacific Clinics Head Start Programs, while organizational-level research studies included a revamped Staff Satisfaction Survey and Workplace Culture and Climate.

The OED shares data with departments to improve clinical efficacy, support quality assurance, reduce staff burnout, and implement methods to attract and maintain quality employees by discovering what certain programs are doing well, and scaling that up across the agency.



# Training & Internships

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**Training:** The Pacific Clinics Training Institute (PCTI) provides trainings to Pacific Clinics staff, as well as mental health professionals and peers from other organizations and the community at large. Courses are offered in over a dozen categories, such as clinical skills, licensure, culturally responsive, evidence-based, public education, and more.

Pacific Clinics is committed to promoting effective practices and piloting innovative trainings in behavioral health care. Providing real-life, practical approaches on relevant topics allows our staff to better engage and support our clients in their journey to recovery.

In FY16-17, PCTI provided over 125 trainings and hosted two online webinars. Additionally, PCTI launched its first Peer Housing Specialist Certification training, as well as its first Family Health Navigator Certification training. PCTI also provided its first out-of-state training in Washington State in Health Navigator Certification.

**Internship:** Pacific Clinics is committed to developing clinicians who are prepared to work with underserved communities. Our internship program trains over 100 psychology, social work, marriage and family therapy, psychiatric technician, and nurse practitioner students at the undergraduate, master, and doctoral levels. Over 50% of our interns are bilingual, including in Spanish, Mandarin and Vietnamese.

We invest heavily in our interns. Interns spend 20 hours each week seeing clients, as well as receiving training, supervision, and seminars around topics such as trauma-informed care.

Our goal is to hire 30% of our interns each year. Many staff who started as interns have remained with Pacific Clinics for years or even decades!

We partner with many local schools, including five California State Universities and private schools such as USC. Our program is accredited by the American Psychological Association, which commended our program's dedication and commitment to diversity training as "exemplary."



# Advocacy & Conferences



**Advocacy:** Pacific Clinics advocates for policy and funding at the local, state, and national levels that will positively impact individuals with mental illness. We build relationships with elected officials to ensure the voices of our clients are heard and represented. In FY16-17, we:

- Supported AB 501 (Ridley-Thomas), which addresses the lack of crisis residential services for children and youth (passed).
- Supported AB 727 (Nazarian), which allows flexible use of MHSA funds to be used for housing assistance (passed).
- Supported AB 279 (Holden), which addresses the minimum wage discrepancy for developmental disabilities service providers (passed).
- Opposed AB 1250 (Jones-Sawyer), a de facto ban on county contracts for services.
- Hosted site visits from Congresswoman Brownley, State Senator Jackson, and State Senator Portantino to demonstrate the critical services we provide to their constituents.

**Conferences:** Each year, Pacific Clinics hosts several large conferences to disseminate knowledge, scale best practices, and improve behavioral health treatment and care. We share our practice and research findings to encourage discussions around new and evolving theories, models, and needs. In FY16-17, we hosted:

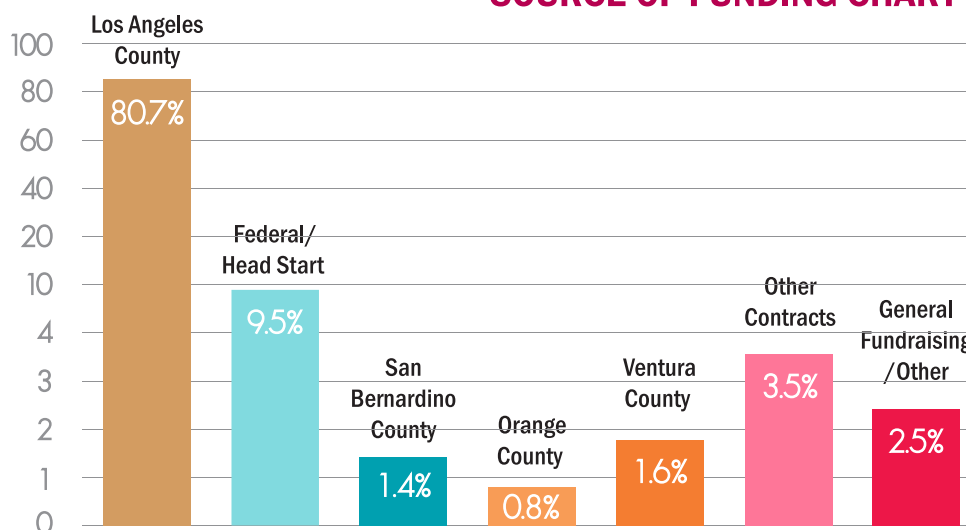
- **The 20th Annual Latino Mental Health Conference**, which drew over 300 participants to learn about Healing and Empowering the Latino Community.
- **The 26th Annual MILES (Mental Illness and Law Enforcement Systems) Conference**, which brought together over 200 participants to explore the impact of legalized marijuana.
- **The Asian Pacific Family Center 30th Anniversary Symposium**, which looked at Asian Pacific Islander mental health services.
- As part of the Region 9 Head Start Association, we helped to coordinate an **Early Childhood STEM Institute** conference.

# FY 2016-2017 FINANCIAL INFORMATION

To ensure seamless service to the community, Pacific Clinics has focused on diversifying our funding sources to strengthen our financial sustainability. In addition to grants and contracts, we have increased our individual donations significantly, and plan to continue growing in this area. We are dedicated to leveraging our \$90 million annual budget effectively, and proudly report that **80% of our funding goes directly to programs** while the remaining 20% supports the training, administration, and facilities needed to operate high quality programming.

We also advocate at the local, state and federal level for continued and expanded funding to support mental health and other services that impact our clients.

## SOURCE OF FUNDING CHART



## STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

### Revenues

Grants and Contracts	\$ 80,172,345
Federal Awards	10,737,198
Contributions	723,848
Investment Income	32,476
Client and Third-Party Revenue	319,645
Lease Income	202,723
Net Assets Released From Restrictions	420,129
Other	1,249,505
<b>TOTAL REVENUES</b>	<b>\$ 93,857,869</b>

### Expenses

Program Services	\$ 74,413,850
Supporting Services	18,687,161
<b>TOTAL EXPENSES</b>	<b>\$ 93,101,011</b>

CHANGE IN UNRESTRICTED NET ASSETS	\$ 756,858
CHANGES IN NET ASSETS	\$ (52,009)
NET ASSETS, BEGINNING OF YEAR	\$ 4,592,023
<b>NET ASSETS, ENDING OF YEAR</b>	<b>\$ 5,296,872</b>

## STATEMENT OF FINANCIAL POSITION

### Assets

Cash and Cash Equivalents	\$ 14,344,778
Contract and Other Receivables	2,721,786
Prepaid Expenses, Deposits & Other Assets	1,640,959
Property & Equipment <i>(Net of Accumulated Depreciation)</i>	10,724,909
<b>TOTAL ASSETS</b>	<b>\$ 29,432,432</b>

### Liabilities

Accounts Payable	\$ 1,882,673
Accrued Liabilities	9,799,462
Contract Current Liabilities	396,431
Total Long-Term Liabilities	12,056,994
<b>TOTAL LIABILITIES</b>	<b>\$ 24,135,560</b>

### Net Assets

Unrestricted	\$ 4,986,781
Temporarily Restricted	310,091
<b>TOTAL NET ASSETS</b>	<b>\$ 5,296,872</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 29,432,432</b>

\* Pacific Clinics' Fiscal Year is between July 1, 2016 and June 30, 2017



# FY 2016-2017 DONORS

## WAYS TO GIVE

### Online:

[www.pacificclinics.org](http://www.pacificclinics.org)

### By Check:

Pacific Clinics  
800 S. Santa Anita Ave.  
Arcadia, CA 91006  
Attn: Donor  
Development  
Department

### By Phone:

Contact Mary Cline  
at (626) 254-5076

### Consider Including Pacific Clinics in Your Estate Plan:

Contact Mary Cline at  
[mcline@pacificclinics.org](mailto:mcline@pacificclinics.org)

*We have made every effort to acknowledge anyone who made a donation to Pacific Clinics between July 1, 2016 and June 30, 2017. If your name is not listed or is incorrect, we deeply apologize. Please contact us at (626) 254-5076.*

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(2016-2017)

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