
Health Equity Impact Report 2022-2023



Heluna Health®



Contents

WELCOME	3
MISSION, VISION, & VALUES	4
OVERVIEW	5
SPOTLIGHT STORIES	8
Heluna Health's Smart Bet on Research	9
Welcome to CinnaMoms Crenshaw in Inner-City Los Angeles	12
Partnering for Health Equity in the San Gabriel Valley	14
FEATURED	
Getting Ready for Our Next Emergency with the Community Outbreak Preparedness Index	16
COMMUNITY	
New Board Leadership	19
Partners and Direct Service Programs	20
Investing in Health Equity	22
Leadership and Governance	26
FINANCIALS	28
CONNECT	30
HELUNA HEALTH COMMUNITY FUND	31

Welcome

In pursuing Heluna Health's mission to advance population health, our team is directly involved in supporting and/or implementing more than 500 initiatives a year. These encompass a wide range of health-related challenges, including disparities in maternal and infant health, childhood obesity, gang intervention, homelessness, and much more. Common among the interventions undertaken is an evidence base, data analysis, and research. As a population health nonprofit, Heluna Health is unique in the amount and impact of the research we conduct. Behind all Heluna Health programs is solid, data-supported evidence that there is a need and a promising solution for the challenges we address.

In our 2022-2023 Health Equity Impact Report, we feature stories on two of our research teams and an exciting new project called the Community Outbreak Preparedness Index (COPI). The COPI assessment tool brings together data from multiple sources to create an unprecedented portrait of the preparedness and resilience demonstrated within all the counties in California. In addition to being informative, COPI will help government officials, funders, business leaders, and community members prepare for the next population health crisis, whether an infectious disease outbreak or another type of emergency.

Heluna Health is focused on helping people lead healthier lives, and three stories in this report concern people who benefit from our work. One example is our story highlighting CinnaMoms, part of our Breastfeeding and Nutrition Services (BFNS) team. CinnaMoms

was started with input from clients and staff; it is led by Dr. Toncé Jackson, Senior Health Equity Manager of our Women, Infants, and Children (PHFE WIC) program, who recognized that Black/African American women needed breastfeeding and parenting support that is specifically attuned to their cultural background. CinnaMoms recently opened its first dedicated space within our Obama WIC center in L.A.'s Crenshaw District, which will enable it to reach many more pregnant people and new mothers in the Black/African American community. We also share a story about Martha Rojas, an individual who has benefited directly from our BFNS program. A diabetes patient, Martha has made tremendous progress thanks to the personalized nutritional guidance she has received from one of our registered dietetic nutritionists (RDNs).

I hope you will be inspired by the stories in this impact report. The problems we face in population health are daunting, but they are not intractable. There is much more that we need to do to better address the social determinants of health that contribute to health inequities in communities across California and beyond. Together we can and will make great progress in improving the lives of those living within our communities; I look forward to working with you to further our success.



Blayne Cutler, MD, PhD
President and
Chief Executive Officer

OUR MISSION

Heluna Health enhances the health, wellness, and resilience of every community we serve.

OUR VISION

Healthy, strong communities for all

OUR VALUES



Heluna Health provides innovative services and evidence-based programs that improve the overall health and well-being of our communities.

At Heluna Health, population health is personal. Through our partnerships and direct service population health programs, Heluna Health is leading the effort to eliminate health disparities for people living in vulnerable circumstances and creating change in systems and policies to improve health outcomes in every community we serve. For more than 50 years, Heluna Health has worked together with nonprofit and community-based organizations, public health agencies, healthcare systems, providers, and policymakers to strengthen health interventions and create equitable access to preventive services, primary care, nutrition, housing, early literacy resources, and more.





Heluna Health®
PARTNERS

Heluna Health works with and supports a wide range of population health partners, providing administrative support so they can increase their capacity and raise their visibility so they can better achieve their goals.



Heluna Health®
DIRECT

Working directly in local communities, we implement evidence-based, innovative population health programs.



Heluna Health®
PATHWAYS

Through training, internships, and professional development, Heluna Health is leveraging decades of population health expertise to inspire, advance, and activate mission-driven professionals to improve health outcomes in the communities where they serve.



Heluna Health®
INSIGHTS

Our expert staff conducts research and data analysis, developing partnerships that generate valuable insights such as data briefs and national survey reports.



Heluna Health®
ADVISORS

Our organization has access to a diverse network of public health professionals and academic experts who can assist in sharing their expertise.



Countering Diabetes with the Aid of a Heluna Health Dietitian

In 2020, feeling depressed and tired, Martha Rojas went to Angeles Community Health Center, a federally qualified health center (FQHC) serving low-income people in Los Angeles. With high blood sugar levels and weighing nearly 300 pounds, she was diagnosed with diabetes. Treated with prescription medications for two years, her condition did not improve. “I was sleeping all day, and that was making me depressed,” she says. In 2021, she was hospitalized due to uncontrolled diabetes, and in late 2022, her doctor suggested a new approach, recommending that she see a dietitian with Heluna Health’s Breastfeeding and Nutrition Services (BFNS).

Since 2019, BFNS has provided nutrition counseling to Angeles Community Health Center patients and those of other FQHCs in the Los Angeles area that do not have dietitians on staff. For diabetes patients, healthy eating is critical, since eating sweets can dangerously raise their blood glucose levels, which can lead to serious health complications. Martha was assigned to

Jorge Bazan, a registered dietitian and a supervisor with Heluna Health’s Women, Infants, and Children (PHFE WIC) program. Because of the COVID-19 pandemic, their meetings were held monthly by phone.

“Heluna Health’s BFNS staff have helped hundreds of people like Martha, providing them desperately-needed, culturally and linguistically appropriate practical nutrition guidelines that have dramatically impacted their health trajectories.”



Sagrario Nielsen, MS, RDN
Deputy Director,
Breastfeeding and
Nutrition Services

“First, Jorge told me to measure the food I was eating and write down how many snacks and meals I would have in a day,” says Martha. “I learned that I needed to have more willpower.” A former softball star in high school, Martha found that she was good at meeting challenges. Each month, Bazan would introduce a few more tasks. With his encouragement, she cut her excessive consumption of Pepsi and mangoes and added leafy greens to her diet. He also inspired her to exercise. She attends physical therapy sessions weekly and uses a stationary bicycle at home every other day. Bazan is hoping she will soon start exercising daily.

Over a year with Bazan, Martha’s blood sugar levels have dropped dramatically, into the pre-diabetic range. She has lost 50 pounds, and she has significantly reduced the dosage and frequency of her diabetes medications. “I needed to help myself, but I couldn’t do it alone,” she says. “Jorge goes above and beyond. It’s good to have someone like him, because not all clinics offer dietitians. Whoever needs it, I really recommend it, because you have someone who cares for you, who is rooting you on.”



→ **For more information on BFNS**
contact **Sagrario Nielsen, MS, RDN,**
at **SagrarioN@phfewic.org**
or **(626) 856-6650, ext. 322**

Spotlight Stories

Learn more about some of our partners and direct service programs working to improve health outcomes in our communities.





Heluna Health's Smart Bet on Research

Community Health

Outbreak Preparedness

Heluna Health has been gathering and analyzing data on the effectiveness of its programs for decades, so it made sense when Heluna Health's CEO, Dr. Blayne Cutler, hired Dr. Jo Kay Ghosh as the nonprofit's first Director of Research and Evaluation in 2021. With 20 years of experience in population health or related research, Ghosh was charged with building a team to expand research work across the organization. Its studies in population health could lead to insights that would help communities, and the group would also support Heluna Health partners if they needed program assessment, expanding the types of services Heluna Health could offer clients. A research and evaluation team extends Heluna Health's thought leadership in population health and allows the organization to expand into new and vital areas of investigation, such as climate and environmental health.

In just over two years, Ghosh and her team of investigators have already authored peer-reviewed research papers in health journals and presented their work at scientific conferences. Ghosh developed a series of data briefs as one way to highlight the research that her team conducts. She describes these data briefs as "a deep dive into a piece of population health data that would be of value to a public audience." The first data brief, released in early 2023, presented



Heluna Health
INSIGHTS

WILDFIRE SMOKE IMPACTS IN THE WEST*



40%

of adults living in Western states experienced wildfire smoke over the past three years.



25%

said that they were highly impacted.



20%

missed work because of the smoke.



20%

said that their households would be unprepared for wildfire smoke.

*Wildfire Smoke Impacts in Western States and Gaps in Household Preparedness, Heluna Health Insights: Data Brief, Vol. 1, Issue 2, August 2023.

"My charge is to raise visibility about the work that Heluna Health does as a whole that may be complementary to what our program partners do," Ghosh says. "We can also support clients by providing evaluation services as part of a package of services."



Jo Kay Ghosh, PhD
Director of Research and Evaluation, Heluna Health

the results of a national research study showing regional differences in access to social safety net services that could affect community response to and recovery from communicable disease outbreaks. The second data brief, released in August 2023, concerned the impacts of wildfires and what people can do to protect their health. Ghosh and her team focused on the noxious smoke from wildfires in 12 Western states. Results of a representative panel survey showed that 40% of all adult residents in these states reported being impacted by wildfire smoke in the past three years. Nearly half also reported not having a high level of knowledge about what can be done to prepare for the effects of wildfire smoke. Heluna Health also provided a companion resource document to give people practical information on how to prepare.

"The chance of being so directly impacted that you need to evacuate because of a wildfire is pretty rare," Ghosh says. "But the chances of being impacted by smoke from wildfires is really high. More and more, we're recognizing that these types of environmental health threats are going to become increasingly common as climate change makes for longer periods of drought."

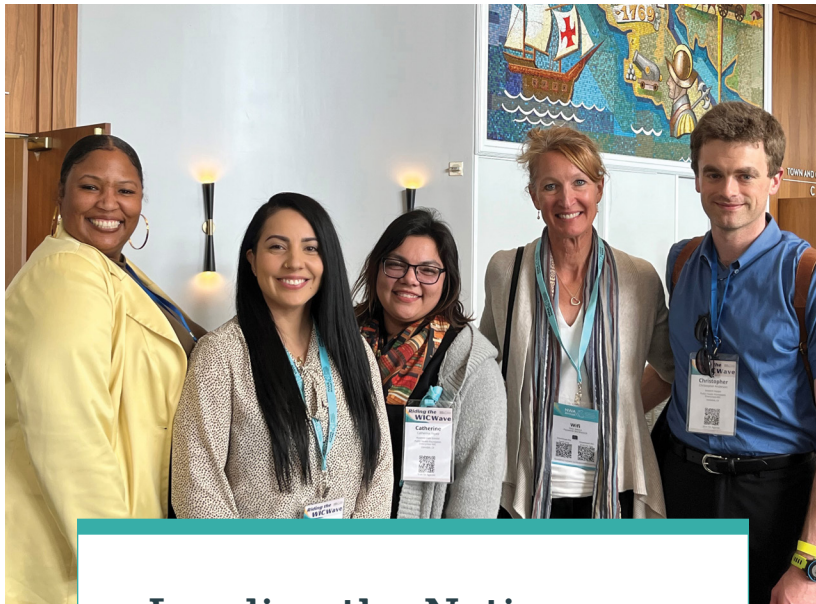
As for the evaluation half of the team's work, Heluna Health is partnering with the

Los Angeles County Department of Public Health on a federal government initiative called "Ending the HIV Epidemic (EHE)," aiming to end HIV in the U.S. by 2030. Ghosh's team is evaluating how feasible it is for clinics and other community organizations that serve people with HIV to implement interventions with the level of funding that they have received. Another project involves an assessment of the birth and professional skills training program for doula developed and offered by SisterWeb San Francisco Community Doula Network, a partner of Heluna Health. For that project, Heluna Health received a \$100,000 grant from Unihealth Foundation to support the evaluation.

"The purpose of a program evaluation is to identify what works and what doesn't work," Ghosh says. "Some assessments focus on how much a program costs in relation to its benefits. Some look at how many people are helped and how a program can be more effective so it can reach more people. Others measure health outcomes."

"There will be increasing need for population health research as problems become even more complex," says Dr. Cutler. "Climate change, for example, introduces many new community health challenges, creating an opportunity for Heluna Health to lead in offering research insights and resources to help communities better understand, prepare for, and respond to these shifting realities."

"We want to reach a range of audiences so that pertinent information resulting from our research can be put to use," Ghosh says. "In the two and a half years we've been here, we've created a brand new research and evaluation group. We're still refining it, but we have been able to produce some good work and we are building capacity to do more."



Leading the Nation in WIC Research

As Director of Research and Evaluation for Heluna Health's Women, Infants, and Children (PHFE WIC) program, Dr. Shannon Whaley heads the only research department of any local WIC agency in the U.S. She and her team have studied childhood obesity, literacy, breastfeeding rates, gestational weight gain, the impact of the WIC food package, and food insecurity, among many other topics. Studies always deal with subjects related to WIC, she says, since "we study what is relevant and what we have data on."

Dr. Whaley's team includes two Associate Data Scientists (Catherine Yopez, MPH and Christopher Anderson, PhD) and a Senior Staff Assistant (Martha Meza), in addition to collaborating with the new research group at Heluna Health. Her former postdoctoral students, Maria Koleilat, DrPH, and Taba Nobari, DrPH, continue to collaborate from their roles as professors at Cal State Fullerton.

Dr. Whaley and her team have made important research discoveries over many years. In 2022, Dr. Anderson found that lactose-reduced infant formula made with corn syrup solids—typically marketed

"Dr. Shannon Whaley has forged incredibly valuable partnerships with universities and research institutions across the country, chaired and mentored the National WIC Association's Committee on Research, and is, today, one of the most respected researchers on the WIC program."



Kiran Saluja, MPH, RDN
Executive Director,
PHFE WIC

for "fussy babies"—increased the risk of childhood obesity compared to other types of formula. The same year, the team released a study with colleagues at Tulane and the University of California showing that children of families participating in WIC drank fewer sugary beverages the longer they participated in the program.

"We try and make sure that in every one of our publications, the policy implications of the research are very clear," says Dr. Whaley. "That way, when Congress is deciding on funding for something like the monthly WIC cash value benefit for vegetables and fruits, legislators will understand the extent to which the benefit helps families and its cost effectiveness in terms of improving the health of low-income women, infants, and children.

"All of this is possible because I have a terrific executive director in Kiran Saluja and an outstanding team," she says. "We're very fortunate to have 550 front line staff who care deeply about our clients. They talk to the people. They do the magic. I'm just here to try and document the important work they do every day."



Welcome to CinnaMoms Crenshaw in Inner-City Los Angeles

Nutrition

Maternal and Child Health

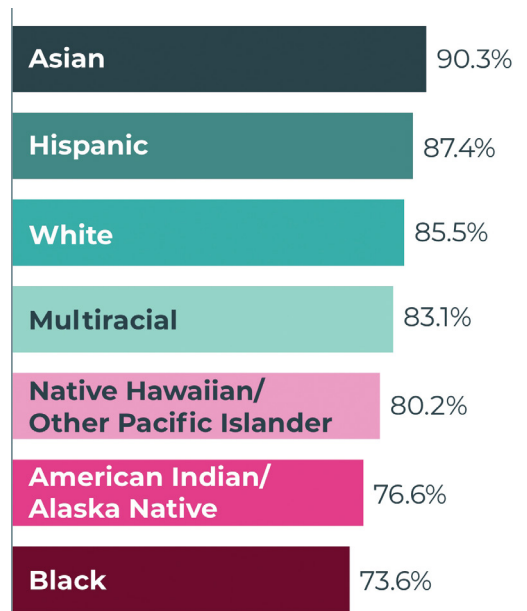
In the Crenshaw District of South Central Los Angeles, within the Obama Women, Infants, and Children (PHFE WIC) program office, is a well-appointed suite decorated with purple couches and lounge chairs, pastel-colored walls, potted plants, a children’s play corner, and a kitchen area. When entering the space, visitors should feel at home. Opened in August 2023, this is the first dedicated center for CinnaMoms, the Heluna Health program focused on serving Black/African American women.

“This space is about rest, nest, and connect,” says Dr. Toncé Jackson, co-founder and Director of CinnaMoms and Senior Health Equity Manager for Heluna Health’s WIC program. “We wanted to create a space so that if women want to rest, they can do so here. Nesting refers to preparing for birth—preparing for the next chapter in a pregnant woman’s life.” As for connecting, Jackson says, “We want families from the Crenshaw District to connect with each other and to the larger maternal health system” when visiting the CinnaMoms center.



Heluna Health
DIRECT

BREASTFEEDING INITIATION IN THE U.S.



Chiang, et al., Racial and Ethnic Disparities in Breastfeeding Initiation—United States, 2019. *MMWR Morb Mortal Wkly Rep* 2021;70:769-774.

CinnaMoms Crenshaw was created with funds from Heluna Health. Eventually, Jackson says, there could be a dedicated CinnaMoms space in every WIC location in Los Angeles neighborhoods with a sizable Black population. But Jackson would also like CinnaMoms to spread beyond the L.A. region, even to other states.

Disparities in health outcomes show that there is a clear need to help Black mothers through their pregnancies and in the immediate years after they have given birth. Black women are three times more likely to die from a pregnancy-related cause than white women, and are also more likely to be hospitalized for postpartum depression than women from other racial or ethnic groups. And while the advantages of breastfeeding are widely known, Black women have the lowest rates of starting and continuing breastfeeding compared to other racial and ethnic groups in the U.S. For the women it serves, CinnaMoms provides the resources and information these women need for healthy birth and postpartum experiences.

Jackson got the idea for CinnaMoms in 2015, when she was leading breastfeeding education in Heluna Health's WIC headquarters. "I noticed that at our WIC, Black women were breastfeeding at a lower rate than Latinos and whites," Jackson says. While pursuing a master's in public health, she learned that the low rate of breastfeeding among Black women was not due to a lack of interest, but to a lack of access to lactation consultants from communities of color, the historical marketing of formula in the Black community, and other social and economic factors. Studies showed that having access to peer counselors or lactation consultants of color or support groups would help improve breastfeeding outcomes for Black women. "I said, 'We can do something about this.'"

"My third and fourth born were exclusively breastfed. The knowledge and the support I gained from CinnaMoms and WIC kept me going."



Nicole Craig
CinnaMoms participant

CinnaMoms launched in 2015, with meetings held every other month in the five local WIC centers near large Black populations. Discussions were not only about breastfeeding, but about maternal health overall, including nutrition and the importance of doulas and midwives. In 2021, CinnaMoms received a grant from the U.S. Department of Agriculture, enabling Jackson to hire three peer staff members, to conduct outreach, and to survey CinnaMoms participants. Positive survey results helped convince Heluna Health to invest in a dedicated CinnaMoms space.

During the COVID-19 pandemic, when Heluna Health's WIC transitioned to remote services, CinnaMoms began holding its support circles through Zoom. While virtual meetings are easy to attend, they cannot replace the intimacy of in-person interactions, which informed CinnaMoms's decision to open the Crenshaw space.

For Jackson, opening up more CinnaMoms spaces is one part of her effort for empowerment. "I want to create an ambassador program, so we can show other WIC agencies how to replicate CinnaMoms," she says.

"This feels good," Jackson says. "It reminds me of the power of creativity, the power of support from our leadership, the power of having a vision and seeing it through. We've been able to create a community. Hearing our families say, 'This is for us,' was a vision realized."



Partnering for Health Equity in the San Gabriel Valley

Community Health

In 2007, Carolin Eng was volunteering at a community center's cancer support department in the San Gabriel Valley near Los Angeles and noticed a young man from China with late-stage colon cancer. An oncology nurse with a Master's in Public Health, she later saw him at an outing for cancer patients holding hands with his wife and looking hopeless, and wondered if he had health insurance and if his condition wouldn't have been so dire had he had access to health care early on.

Inspired to act by this patient, Eng says, "I went to the director of the center and told him that I wanted to start a clinic for uninsured new immigrants." Many meetings followed, including with members of a group of health administrators from the area. They gave her advice and other assistance to help her launch the clinic, which she named Herald Christian Health Center. Starting with two exam rooms and two dental chairs in the city of San Gabriel, Herald Christian has spread to five facilities. The group who helped her are part of the Health Consortium of Greater San Gabriel Valley (Health Consortium), a partner program of Heluna Health.



Heluna Health®

PARTNERS

HEALTH IMPACT IN THE SGV



8,946

medically tailored meals provided by Project Angel Food to food insecure former hospital patients.*



50,000

COVID-19 vaccines administered during the pandemic through a collaboration of Health Consortium participants Herald Christian Health Center and Azusa Pacific University.

*June 2022 - Oct. 2023

“All of us in the Health Consortium are committed to serving the most vulnerable. Achieving health equity is hand in glove. In healthcare, it doesn’t make any sense to be in a silo. We all have strengths that we can collectively give to solve a problem. There should never be competition in who is serving the most vulnerable.”



Nancy Clifton-Hawkins
Director, Community
Benefit, City of Hope

The Health Consortium was established in 2000 to address the fragmented network of services in the San Gabriel Valley (SGV) that existed then, as well as the lack of access to primary and specialty care services for the area’s large uninsured and under-insured population. The Health Consortium has more than 150 participants, including local federally qualified health centers (FQHCs), nonprofit hospitals, behavioral healthcare organizations, health plans, city and county agencies, social health organizations, academic institutions, and many others.

Most health coalitions around the country serve as information hubs, informing members about local health-related developments. The Health Consortium of Greater San Gabriel Valley does that too, through regular meetings, webinars, newsletters, and summits, covering topics such as suicide awareness and health equity.

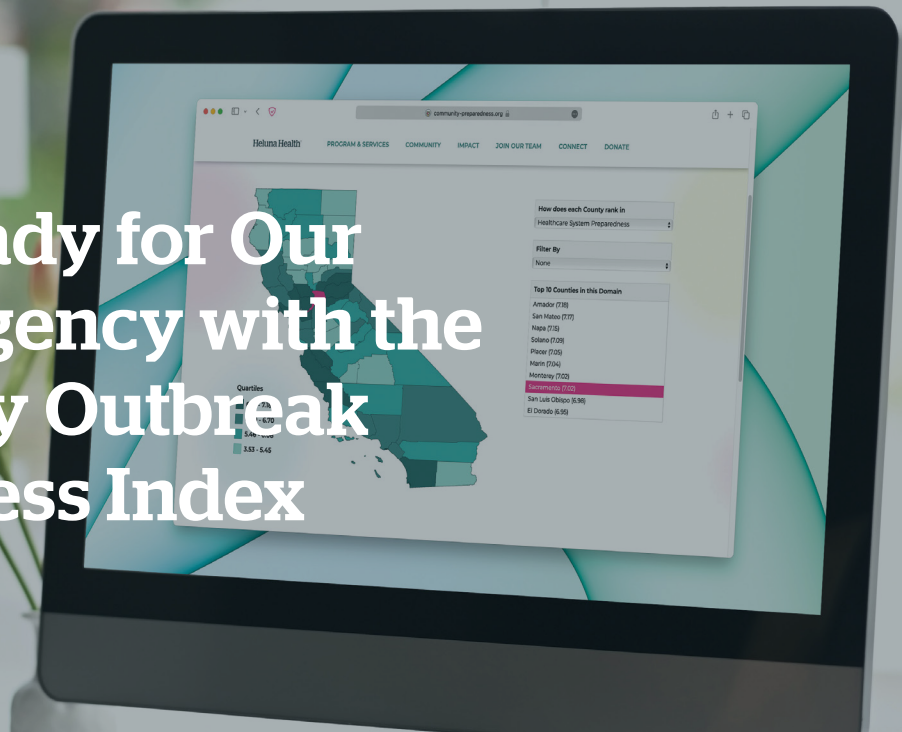
The Health Consortium stands out because its participants are highly collaborative. During the COVID-19 pandemic, for example, when Herald Christian Health Center was offering vaccinations and testing in several locations, Eng called Koy Parada, a nursing professor at Azusa Pacific University (APU), and a fellow member of the Health Consortium’s Steering Committee. Eng asked her if any

of her students were available to help. “The students at APU needed to fulfill a public health rotation and we didn’t have extra funds to hire staff to administer tests and vaccines,” Eng says. “They gave me 15 to 20 students each day. We were able to administer 50,000 vaccines over two years. We couldn’t have done that without them.” Says Parada, “It was a time of need, we all came together, and we served. There’s no better way to educate my students.”

Under the leadership of Director Deborah Silver, the Health Consortium of Greater San Gabriel Valley has also developed projects in collaboration with its clinic and hospital partners, offering retinal telemedicine, colorectal cancer screening, and teledermatology programs for low-income adults. In 2019, the Health Consortium and its SGV Hospital Collaborative—consisting of six area nonprofit hospitals—initiated a pilot program with Union Station Homeless Services to provide housing and health care linkages to unhoused individuals discharged from five of the hospitals. A recent program, Food for All San Gabriel Valley, with lead funding from UniHealth Foundation, links hospital patients screened as food insecure with emergency food resources and medically tailored meals (MTMs), so that when they are discharged, they can continue receiving nutritious meals.

In April 2024, the Health Consortium will host the 2024 SGV Health Summit to highlight local Diversity, Equity, and Inclusion initiatives. The Summit will include a Healthcare Workforce Forum to foster linkages between healthcare organizations facing significant staffing challenges and local academic institutions training students in various health professions. “The Health Consortium is pulling together resources, leveraging strengths, and helping each other in places where we are weak,” says Silver. “We act and find solutions and engage.”

Getting Ready for Our Next Emergency with the Community Outbreak Preparedness Index



Imagine a digital map of the state you live in. You can zoom in on your county and instantly see how it fares in terms of hospital surge capacity, access to healthy housing, and many other measures of outbreak preparedness. You can also tell how your county compares to others. While not designed to help people choose the safest places to live, such a tool could help government officials better understand the vulnerable areas in their communities and use the data to make improvements. Far from a pipe dream, such a resource was launched by Heluna Health in November 2023 to help people easily gauge the preparedness of U.S. counties—starting with the 58 counties in California. Called the Community Outbreak Preparedness Index (COPI), it is the first such comprehensive assessment tool for future outbreak preparedness.

“Heluna Health has been engaged in outbreak response work for years,” says Heluna Health President and CEO Dr. Blayne Cutler. “We know how important it is for communities to be prepared for outbreaks, and local agencies are usually the first to be called upon to respond. COVID-19 reinforced that. Much of our work relies

on statistical information, and we saw an opportunity to leverage a wide range of data to provide a detailed picture of county-level preparedness. Hopefully this information will help public agencies before the next crisis—not afterward.”

COPI is part of Heluna Health Insights, which includes research and evaluation services and tools. The interactive tools and resources developed for this outbreak preparedness project provide the public with a user-friendly way to explore some of the data.

For the COPI project, Heluna Health Research and Evaluation Director Dr. Jo Kay Ghosh and her team mined a diverse range of data for all California counties, building an index that reflects the many dimensions of outbreak preparedness. “We’re summarizing a lot of data, so it’s more easily understood without having to dive into the details of all these different data points,” she says. “It’s a way for counties to see how they’re doing in relation to each other. It will make them aware of some areas where there may be some gaps and help them plan for those more proactively. They may see that their surge capacity is limited. For most counties, it is

limited, because they don't have extra workers sitting around ready to jump into action. That's why they might hire organizations like Heluna Health, because we have a track record of helping with surge capacity, for example."

California was an ideal place to start, since the state has a strong county government structure in which every county, even the least populous, has its own public health department. Three cities within California also have their own public health departments. In many other states, there is a combination of big city health departments, multi-county health departments, and one state health department covering rural areas, making it more complicated to compare county-level preparedness.

"There isn't a lot of research on local-level preparedness for outbreaks," Ghosh says. "Most research on a local level looks at single diseases, like a county's vulnerability for influenza or HPV or COVID. But you can't predict when the next pandemic will happen or what pathogen it might be. For any outbreak, you need a whole infrastructure that will support disease surveillance, health management, medical response, and effective implementation of medical countermeasures, like vaccination and treatment."

Following California, Ghosh and her team plan to include more states. "The hope is that COPI will help identify gaps that can be addressed," she says. "The best outcome is that COPI will enable people to advocate for the resources they need as an investment for the future."

→ **To view COPI** please go to copi.helunahealth.org.

COPI TAKEAWAYS



In hospital medical surge capacity, the state's larger counties perform well on four key clinical healthcare indicators that impact preparedness: hospital staff, supplies, space, and systems.



The widespread lack of safe, affordable housing has profound implications for outbreak preparedness.



Social capital measures—which assess the strength of community networks—are more robust in less populous counties, nearly across the board.



The most populous counties have above-average preventable hospitalizations, straining capacity.



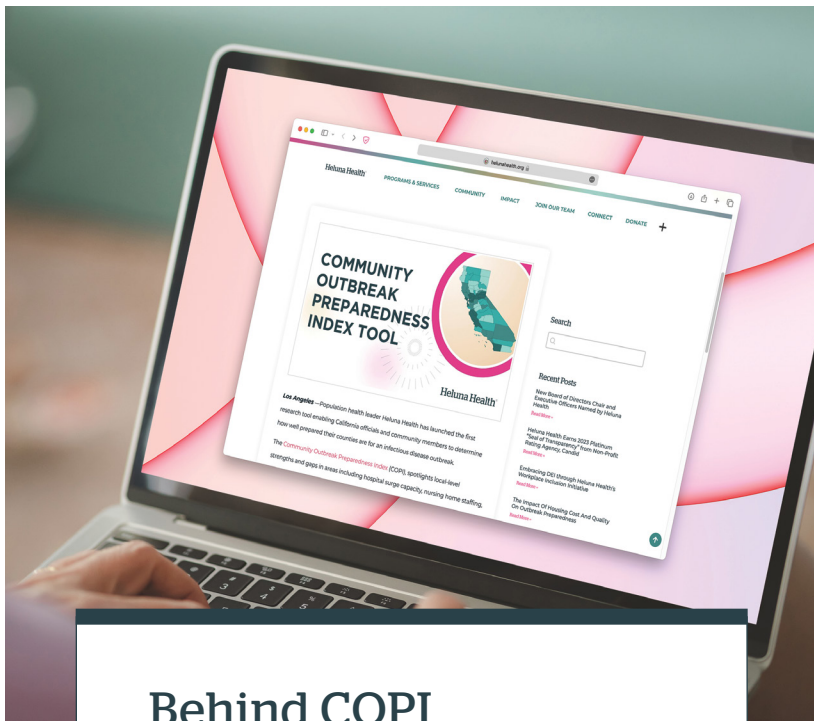
Smaller, typically rural counties struggle with food insecurity and pediatric vaccination—particularly immunizations required for children to attend schools.



Many eligible Californians in more populous counties are not fully enrolling in the CalFresh program to receive SNAP food benefits. Research has shown that food insecurity can increase vulnerability to infection and many other adverse health outcomes.



Almost every California county could do more to adequately staff nursing homes, reducing communicable disease risks to vulnerable populations of older Californians.



“The typical pattern is that there is an emergency, we throw resources at it, and once the emergency is over, we forget there was an emergency. It’s hard to convince people to put resources into preparedness in a non-emergency situation, which is exactly when you need to be working on it.”



Jo Kay Ghosh, PhD
Director of Research and Evaluation,
Heluna Health

Behind COPI

Behind COPI and its user-friendly website, is a comprehensive technical report that was completed by Heluna Health’s Research and Evaluation team in October 2023. (To learn more about the Research and Evaluation team, see page 9.)

The report provides detailed insights behind the development of COPI and the methodology supporting it. One of the key reasons for its focus on county-level preparedness, the report explains, is that unlike the federal government, which gathers national data, local health departments and other agencies often lead outbreak response. Despite the critical role played by local institutions during health emergencies such as the COVID-19 pandemic, the report notes that there are far fewer tools available to assess preparedness at the local level than on a global scale. That makes COPI all the more relevant. “COPI is not intended to predict where outbreaks will occur or what consequences may result, but rather, to assess various aspects of how a county’s systems are prepared for preventing, detecting, and responding to future outbreaks,” the report says.

Focusing on California, COPI tracks 63 indicators—defined in the report—which describe county-level preparedness, focusing on the major systems that are involved in preparing for future outbreaks. Visitors to the COPI website will notice that each county has a numerical score on a 0-10 scale for each of the different indicators, with higher scores indicating better performance.

Public health and healthcare preparedness showed substantial variation across counties in the COPI analysis, perhaps attributable to a greater degree of local management of these functions. The data suggests that many counties have room to improve in these areas.

As the report states, COPI is an evolving index. “There are many challenges in building a local-level preparedness index, especially in identifying appropriate data to capture the level of detail needed to inform decision makers. Future research will focus on refining the data on preparedness and expanding the tool to other states.”

New Board Leadership

The Heluna Health community starts with our program participants and those whom we serve—the thousands of people from vulnerable circumstances who benefit from our work. It includes our clients, with whom we partner to effect positive change, and our dedicated staff who focus on helping others in communities throughout California and beyond. And our community includes and depends on many generous individuals, including our Board members and other leaders, corporations, foundations, government agencies, and others that provide the support that helps us advance population health and preparedness.

*“It has been my pleasure to serve on the Heluna Health Board of Directors for over six years. **I continue to be impressed by the organization’s professionals who have dedicated their lives to serving the community through their support of programs that make a measurable impact on health equity.**”*

Heluna Health and many of the programs we support are designed to benefit the most vulnerable and I’m so proud to serve as the Vice Chair of the Board. The investments we must make to achieve better health for all are significant, but they are not insurmountable, and by working together, we can inspire change, leading to a better future.”



Carladenise Edwards, PhD
Vice Chair, Heluna Health Board of Directors
Chief Administrative Officer,
Miami-Dade County

Heluna Health is strong because of its diverse and dedicated community.

*“Having served on the Heluna Health Board of Directors for more than eight years, I am honored to lead this incredible organization as the Board Chair. **Heluna Health has been at the forefront of transformative changes not only in overarching aspects of population health, but also at the grass roots level, impacting lives on a day-to-day basis in the communities we serve.** I don’t know of any other organization that has been able to make such a difference helping vulnerable people achieve significantly better health outcomes.*

To help us in these important efforts, we continue to add to the breadth and expertise on the Board, and in 2023, we welcomed three new Board members—Jennifer Covich Bordenick, Alessandro Lazzarini, and Virginia Pryor, and named two new officers—Carladenise Edwards as Vice Chair, and Nicole J. Macarchuk as Secretary. I am delighted to work with them and our other Board members in achieving our goals.

On behalf of the Heluna Health Board of Directors and Executive Management Team, I thank our supporters who have given us the resources to change the trajectory of people’s health and lives, and invite all of you to help us continue our work building healthy, strong communities for all.”



Santosh Veticaden,
MD, PhD, MBA
Chair, Heluna Health Board of Directors
Biotech Entrepreneur/
Co-founder, Visgenx Inc.

PARTNERS AND DIRECT SERVICE PROGRAMS

At Heluna Health, we serve a wide range of partners working in local communities and lead our own programs that provide proven population health interventions. In the following list, we recognize the partners whom we worked with during the period July 1, 2022 - June 30, 2023.



4BoneHealth

Action on Smoking and Health (ASH)

American Dental Therapy Association

California Health and Human Services Agency

California Department of Public Health (CDPH)

- CDPH Center for Family Health
 - » CDPH Genetic Disease Screening Program
 - » CDPH Women, Infants, and Children Program
- CDPH Center for Healthy Communities
- CDPH Center for Infectious Diseases
- CDPH Division of Communicable Disease Control (DCDC)
 - » CDPH California Emerging Infections Program (CEIP)
 - » CDPH California STD/HIV Prevention Training Center (CAPTC)
 - » CDPH Infant Botulism Treatment and Prevention Program
 - » CDPH Infectious Diseases Branch
 - » CDPH Microbial Diseases Laboratory (MDL)
 - » CDPH Vector-Borne Disease Section (VBDS)
 - » CDPH Viral and Rickettsial Disease Laboratory (VRDL)
- CDPH Division of Chronic Disease and Injury Control
 - » CDPH Tobacco Control Program (CTCP)
 - CDPH California Youth Advocacy Network (CYAN)
 - CDPH Saving Our Legacy Project (SOL)

Carolyn Kordich Family Resource Center

Cell-Ed

City and County of San Francisco

City and County of San Francisco (CCSF) Office of Financial Empowerment and Financial Justice Project

San Francisco Department of Homelessness and Supportive Housing (HSH)

- San Francisco Homeless Outreach Team (SFHOT)

San Francisco Department of Public Health (SFDPH)

- San Francisco Health Network (SFHN)
 - » SFHN Ambulatory Care
 - » SFHN Jail Health Services
 - » SFHN Maternal, Child & Adolescent Health
 - Expecting Justice

- SFDPH Applied Research, Community Health Epidemiology, and Surveillance (ARCHES)

- SFDPH Behavioral Health Services

- SFDPH Bridge HIV

- SFDPH Center for Data Science

- SFDPH Center for Learning and Innovation (CLI)

- SFDPH Center for Public Health Research (CPHR)

- SFDPH Community Health Equity and Promotion (CHEP)

- SFDPH Disease Prevention and Control (DPC)

- SFDPH Population Health Division

- SFDPH Public Health Emergency Preparedness and Response

- SFDPH Public Health Laboratory

CMV Workshop Fund

Community Health Action Network (CHAN)

Community Health Project Los Angeles (CHPLA)

Community Translational Research Institute (CTRI)

County of Alameda

Alameda County Health Care Services Agency

- Alameda County Public Health Department
 - » Alameda County Public Health Laboratory (ACPHL)

County of Contra Costa

Contra Costa Health, Housing, and Homeless Services (H3)

Contra Costa Health Services (CCHS)

- CCHS Behavioral Health Division
- CCHS Public Health Division
- CCHS Senior Nutrition Program (Meals on Wheels)

County of Orange

Orange County Department of Education (OCDE)

- OCDE Alternative Education

Cycle for Heart and Climb for Heart

Eastern Los Angeles Family Resource Center (ELAFRC)

Family Resource Centers Network of California (FRCNCA)

First 5 Orange County

Happy Mama Healthy Baby Alliance dba Wholistic Midwifery School of Southern California

Health Consortium of Greater San Gabriel Valley (HCGSGV)

Health Officers Association of California (HOAC)

Immunization Coalition of Los Angeles County (ICLAC)

Long Beach Early Childhood Education Committee (LBECEC)

Los Angeles Network for Enhanced Services (LANES)

Los Angeles Partnership for Special Needs Children

Rancho Santiago Community College District (RSCCD)

RTI International

Shoreline Center for Eating Disorder Treatment

SisterWeb

Southern California Crossroads

Sustain Hawaii

TRAPMedicine

Violence Prevention Coalition of Orange County

Wilson High School Alumni Foundation



Angels Child Care Food Program

Breastfeeding and Nutrition Services (BFNS)

CinnaMoms

Little by Little School Readiness Program

PHFE WIC

County of Imperial

County of Los Angeles (LAC)

LAC Department of Health Services (DHS)

- Supportive Housing Services Master Agreement

LAC Department of Public Health (LADPH)

- Temporary Personnel Services Master Agreement

HIV/AIDS Transitional Case Management (TCM) LAC Jail System Program

San Jose State University

WE in the World

Whole Person Care

Youth Development Services (YDS)

INVESTING IN HEALTH EQUITY

“The Health Consortium of Greater San Gabriel Valley depends on the close collaboration of its participants to succeed, and also on the support we get from Heluna Health, which has provided us with contracting, administrative, and other support for nearly 10 years. Heluna Health has expanded its work with us recently, helping us apply for funding, and we greatly appreciate its partnership.”



Deborah Silver
Director of the Health Consortium of Greater San Gabriel Valley

Thank you to the numerous individuals, foundations, corporations, and government agencies whose critical support enables Heluna Health and our partners to build healthy, strong communities for all. Gifts, grants, and contracts of \$1,000 or more for the time period July 1, 2022 – June 30, 2023 are recognized in the Impact Report.

Acme Bread
Alameda County
American Heart Association
Angeles Community Health Center
Anonymous (6)
Anthem Blue Cross
Arcora Foundation
Arthur J. Gallagher & Co.
Association Of Public Health Laboratories
Association of States and Territorial Health Officials
Azusa Pacific University
Alexander Baker
Black to the Future
Blue Shield of California Foundation
California Community Foundation
California Department of Developmental Services
California Department of Education
California Department of Public Health

California Family Resource Association	County of Imperial	Gilead Sciences, Inc.
California HIV/AIDS Research Program	County of Los Angeles	Google, Inc.
California Primary Care Association	County of Marin Special Education Local Plan Area (SELPA)	Celina Gorre
California Thoroughbred Horsemen's Foundation	County of Orange	Harm Reduction Coalition
Camber Collective	Crankstart	Health Officers Association of California
Care Transformation Collaborative Rhode Island	Mr. and Mrs. Kevin L. Curtis	HealthConnect One
CareQuest	Blayne Cutler and Family	Hellman Foundation
CDC Foundation	Cypress Faith Foundation	Herald Christian Health Center
Centene Management	East Valley Community Health Center	How Women Lead
Child360	Eastern Los Angeles Regional Center	Huntington Hospital
Children's Hospital Los Angeles	Economic Security Project	ICON Government and Public Health Solutions, Inc. (CRO)
Chinatown Service Center	Carladenise Edwards	Institute for Healthcare Improvement
Cicatelli Associates, Inc	El Nido Family Centers	Jack & Jill of America, Orange County Chapter
City and County of San Francisco	El Proyecto del Barrio, Inc.	Japanese Community Youth Council
Office of Contract Administration Purchasing Division	Emanate Health	Robert Jenks
San Francisco Department of Homelessness and Supportive Housing	Entertainment Industry Foundation	Ciara Johnson
San Francisco Department of Public Health	Every Mother Counts	Tamara Joseph
City of Hope	Family Health International	Joseph & Vera Long Foundation
City of La Puente	First 5 Los Angeles	JSI
City of Long Beach	First 5 Orange County	Kaiser Foundation Hospitals
City of Los Angeles	Flora Family Foundation	Kaiser Permanente
CM School Supply	Florida State University	LA Care
Columbia University	Fred Hutchinson Cancer Center	Lakeshore Learning Materials
Community Health Councils	Morris Friedell	Little Owl Foundation
Corixa Corporation	GARDP Foundation	Local Initiative Support Corporation (LISC)
County of Contra Costa	Garfield Health Center	Long Beach Rotary Charitable Foundation
	Genentech	
	George Kaiser Family Foundation	

Los Angeles LGBT Center	Perigee Fund	San José State
Nicole J. Macarchuk	Pfizer	Sheff Sherman Family Charitable Fund
MacArthur Foundation	Pomona Community Health Center	Sierra Health Foundation
Hope Tarirai Mago	Pomona Valley Hospital Medical Center	Skyline Foundation
Jan and Jerry Maize Foundation	Public Health Institute	State of California
Zea Malawa	Rancho Santiago Community College	The California Endowment
March of Dimes	RAND Corporation	The Council of State Governments Ltd
Helen McEvoy	Regents of the University of California	The David and Lucile Packard Foundation
Meals on Wheels Contra Costa	Regents of the University of California-Irvine	The Earl B. and Loraine H. Miller Foundation
Medical University of South Carolina	Regents of the University of California-Los Angeles	The Nonprofit Partnership
Merck Sharp & Dohme Corp.	Regents of the University of California-San Francisco	The Pearkes Family Fund
Bonnie Midura	Rhode Island Department of Health	The Ralph M. Parsons Foundation
National Association of County & City Health Officials (NACCHO)	Sarah and Jimmy Rich	The Rudolph J. and Daphne A. Munzer Foundation
National Association of School Nurses	Richard Heath & Associates, Inc.	The Schmidt Family Foundation
National Council of Jewish Women	Robert Wood Johnson Foundation	The State of Illinois, Department of Public Health
National Park Service	Robin Hood Foundation	The University of North Carolina
Von Nguyen	Elizabeth Power Robison	Tides Center
NO/AIDS Task Force dba Crescent Care	Rockefeller Foundation	Tipping Point
Michael Nuttall	RTI International	Trustees of Tufts College
Jean C. O'Connor	Somava Saha	Tulsa County
Office of National Coordinator for HIT	San Francisco AIDS Foundation	UniHealth Foundation
Orange County Health Care Agency	San Francisco Foundation	United Healthcare
Oregon Health & Science University	San Francisco General Hospital Foundation	United Way of Greater Los Angeles
Patient-Centered Outcomes Research Institute	San Francisco Public Health Foundation	University of Kansas
		University of Miami

University of Southern California

USC Arcadia Hospital

University of Texas Southwestern
Medical Center

U.S. Department of Agriculture

USDA - Food and Nutrition Service

U.S. Department of Education

U.S. Department of Health
and Human Services

USDHHS - Administration
for Children & Families

USDHHS - Administration
for Community Living

USDHHS - Centers for Disease
Control and Prevention

USDHHS - Centers for Medicare
& Medicaid Services

USDHHS - Food and Drug Administration

USDHHS - Health Resources and
Services Administration

USDHHS - National Institutes of Health

USDHHS - Substance Abuse and Mental
Health Services Administration

U.S. Department of Housing
and Urban Development

U.S. Department of the Interior

U.S. Department of the Treasury

Sara Van Acker and Adam Weiss

Vivian Vasallo

Santosh Vetticaden

ViiV Healthcare

Violet World Foundation

Walter and Elise Haas Fund

Watt Family Trust

Westat

Edward Yip

Youth Community Developers

“As investment advisors, we’ve worked with Heluna Health for nearly 10 years, and over that time, we’ve learned about how it has helped vulnerable people in communities across California and beyond, which has inspired us to support the organization through our philanthropy. Our contributions to Heluna Health are an investment in the future and in giving all people the opportunity to lead healthy lives.”



Jan and Jerry Maize
**The Maize Lasker
Group, Morgan Stanley
Wealth Management**

LEADERSHIP AND GOVERNANCE

Heluna Health's accomplished Board of Directors and experienced executives work collaboratively to support our partners and direct programs, and to improve health outcomes in our communities.

Board of Directors Officers



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Biotech Entrepreneur/
Co-founder, Visgenx Inc.



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PhD**

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GVP, Chief Health
Equity and Clinical
Innovation Officer,
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Chief of Staff



Brian Gieseler, MBA
Chief Financial Officer



Kiran Saluja, MPH, RDN
Executive Director, PHFE WIC Program



Peter Dale, CPCM, MA
Chief Program Officer



Jo Kay Ghosh, PhD
Director of Research and Evaluation



Elizabeth Power Robison, MBA
Chief Advancement Officer



Tim Seifert, JD
Chief Human Resources Officer

Presenting Heluna Health's 2023 Outstanding Achievement Awardees



In 2022, the Board of Directors of Heluna Health began honoring staff for their work by awarding annual Outstanding Achievement Awards. In 2023, two staff members and one project team received the award for advancing population health.

Rochelle McLaurin, Director of Contracts and Grants Management, was recognized for her nearly 19 years of service. Her team supports more than 500 projects throughout California and other western states, in areas such as maternal care, early childhood literacy, and homelessness. Also honored was Kelly Van Hill Bennett, Communications Manager in the Program Quality and Communications Department for Heluna Health's Breastfeeding and Nutrition Services team. Bennett has worked in Heluna Health's Women, Infants, and Children (PHFE WIC) program for 10 years, including the past six years managing its communications. The Board also recognized the California Department of Public Health Epidemiology and Laboratory Capacity for Prevention and Control of Emerging Infectious Diseases program and the Heluna Health team that provides it with program, contracts, grants management, and other services. During the COVID-19 pandemic, the program's infectious disease control activities helped limit the spread of the disease in the state and ensure the health and well-being of Californians.

Financials

In fiscal year 2022–2023, the COVID-19 pandemic tapered, thankfully. As expected, Heluna Health’s revenues and expenses related to COVID-19 decreased too. Total fiscal year 2023 support and revenues were still well above historic, pre-pandemic levels. Total fiscal year 2023 support and revenues reached more than \$876 million while total expenses were just under \$875 million. In addition, Heluna Health’s total net assets grew to \$20.7 million, up from \$19.2 million the prior year, an increase of 7.5%, resulting from disciplined fiscal management.

Heluna Health’s audited financial statements for the year ending June 30, 2023, are available at helunahealth.org

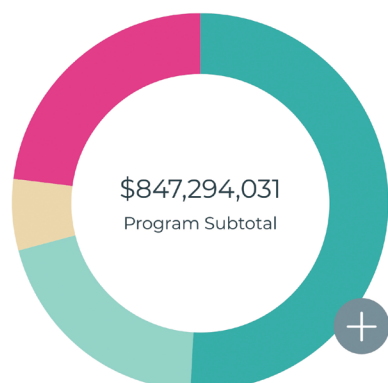
Statements of Financial Position

June 30, 2023 and 2022

Assets	2023	2022
Cash and cash equivalents	\$ 35,425,883	\$ 24,112,026
Contracts receivable, net of allowance for doubtful accounts of \$55,100 and \$92,210, respectively	\$ 212,574,504	\$ 252,204,295
Advances to programs, prepaid expenses, and other	\$ 4,911,673	\$ 17,825,179
Property and equipment, net	\$ 9,085,280	\$ 6,454,715
Right of use assets, operating	\$ 7,784,768	\$ -
Total Assets	\$ 269,782,108	\$ 300,596,215
Liabilities	2023	2022
Accounts payable and accrued expenses	\$ 206,708,980	\$ 224,342,805
Accrued payroll and related liabilities	\$ 13,334,007	\$ 18,337,937
Agency and other funds payable	\$ 13,399,540	\$ 15,481,354
Advance on grantor payments	\$ 2,190,632	\$ 3,127,522
Accountability for program assets	\$ 2,223,208	\$ 2,716,285
Deferred rent	\$ -	\$ 26,530
Deferred revenue	\$ 1,792,009	\$ 15,335,067
Capital lease obligations	\$ -	\$ 8,771
Lease liability, operating	\$ 7,884,371	\$ -
Loan payable	\$ 1,565,221	\$ 1,986,844
Total Liabilities	\$ 249,097,968	\$ 281,363,115
Net assets-unrestricted	\$ 20,684,140	\$ 19,233,100
Net assets-with restrictions	\$ -	\$ -
Total Net Assets	\$ 20,684,140	\$ 19,233,100
Total Liabilities and Net Assets	\$ 269,782,108	\$ 300,596,215

Statement of Functional Expenses

Program Expenses 2023



\$418,804,171

Epidemiology and Laboratory
Capacity for Infectious Diseases

\$212,764,079

All Other Programs

\$165,442,135

Epidemiology and Laboratory
Capacity for Infectious Diseases
Reopening Schools

\$50,283,646

COVID-19 School-Based Testing in
K-12 Schools

\$27,314,948

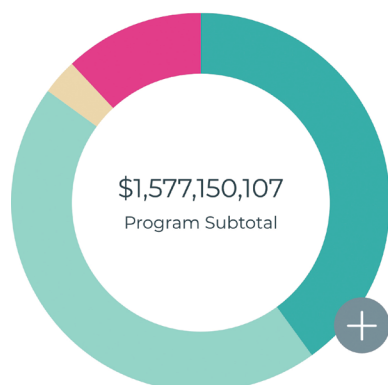
**Management & General and
Fundraising**



\$874,608,979

Total Functional Expenses

Program Expenses 2022



\$708,431,737

Epidemiology and Laboratory
Capacity for Infectious Diseases
Reopening Schools

\$632,552,689

Epidemiology and Laboratory
Capacity for Infectious Diseases

\$185,279,425

All Other Programs

\$50,886,256

Women, Infants and Children
Supplemental Nutrition Program

\$20,613,629

**Management & General and
Fundraising**



\$1,597,763,736

Total Functional Expenses

Statements of Activities

June 30, 2023 and 2022

Unrestricted Revenues and Support	2023	2022
Governmental service contracts	\$ 840,437,730	\$ 1,570,474,743
Management fees	\$ 26,324,716	\$ 23,429,186
Private contracts	\$ 8,840,468	\$ 8,420,910
Other income	\$ 457,105	\$ 232,317
Total Unrestricted Revenues and Support	\$ 876,060,019	\$ 1,602,557,156
Expenses	2023	2022
Program services	\$ 847,294,031	\$ 1,577,150,107
Support services	\$ 27,314,948	\$ 20,613,629
Total Expenses	\$ 874,608,979	\$ 1,597,763,736
Change in net assets - unrestricted	\$ 1,451,040	\$ 4,793,420
Net assets - beginning of the year	\$ 19,233,100	\$ 14,439,680
Net assets - end of the year	\$ 20,684,140	\$ 19,233,100

“The smallest act of kindness is worth more than the grandest intention.”

Oscar Wilde

CONNECT

The people who work for Heluna Health and the programs that we partner with dream big. We envision a world in which the zip code you live in does not determine your health or your lifespan. Our long-term goal is health equity and healthy, strong communities for all. Our daily goal is helping the people we serve take another step forward on their health journeys.

Collectively, our wide range of programs help people in many ways. Among numerous programs, we find shelter for the unhoused; care for those afflicted with drug addictions; counsel expecting mothers on achieving safe and healthy births; conduct innovative research in the fight against HIV; develop tools to help communities prepare for health emergencies; prepare children under age five for success in school through an early literacy program; create courses for future community health workers; and provide nutrition counseling for individuals with health disorders and diseases.

While Heluna Health and our partners conduct work in many different areas of population health, we are united by a vision of a world in which everyone can lead a healthy life.

Our continued success depends on strong connections with our partner organizations and on the involvement of individuals, foundations, and corporations that recognize the value of our work. We appreciate the contributions of all of our collaborators and friends. For those who are just discovering Heluna Health, we invite you to learn more about us and join our community.

→ **More information** and a digital version of this report are available at helunahealth.org.

Heluna Health Community Fund

Supporting Community Health Workers

Much of the power of community health workers comes from their lived experience. They typically come from the communities that they serve, so they deeply understand the issues faced by their clients. For low-income individuals and families who face health inequities, community health workers provide culturally congruent information, guidance, connections, and other support that help them achieve positive health outcomes.

Heluna Health and our partner programs employ scores of community health workers, from nutritionists and lactation consultants to outreach workers, doulas, and others. While there is a great need for more of these frontline workers, there is a lack of standardized training. In 2023,

**Nwando Anyaoku,
MD, MPH, MBA
GVP, Chief Health
Equity and Clinical
Innovation Officer,
Providence, and Heluna
Health Board member**

Heluna Health launched Skill Builders, a series of accessible online courses that provide valuable community outreach and training skills. Courses focus on key competencies of community health workers, including care coordination, communication skills, and more.

According to Dr. Nwando Anyaoku, Heluna Health Board member and Global Vice President and Chief Health Equity and Clinical Innovation Officer of Providence, the goal is to close the empathy gap between providers and patients from underserved communities. “Community health workers offer that opportunity. They understand patients, their needs, the cultural context, and their language, and bridge that gap so we can work to a more equitable health system.”

Dr. Anyaoku made these comments at the Milken Institute Future of Health Summit, held in Washington, DC in November 2023, when she participated on a panel focused on investing in community health workers. “We have to give them a path for professional development, and that’s what Heluna Health has started to do by building a training curriculum for community health workers,” she said.

The Heluna Health Community Fund provides essential support to help grow the community health workforce. It also supports evidence-based health interventions and more equitable access to maternal care and nutrition services, the expansion of disease prevention, and more. You can join Heluna Health’s efforts to bridge the empathy gap through a donation to the Heluna Health Community Fund.

→ **Please use the QR code**
to support health equity
and community health
workers today.





HEADQUARTERS

13300 Crossroads Pkwy North
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**BREASTFEEDING AND
NUTRITION SERVICES (BFNS)**

13181 Crossroads Pkwy North
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Heluna Health[®]