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MISSION & VISION

Puentes de Salud promotes the health and wellness of the Latinx immigrant communities in and around Philadelphia through high-quality health care, educational programs, and social service initiatives. Puentes believes that a comprehensive strategy to promote wellness in any community must work towards diminishing the effects of structural violence and supporting social justice efforts, specifically supporting access to healthcare, economic opportunity, and education. For this reason, we offer integrated services to support full mental, emotional, and physical well-being from the individual to the community. Our goal is to provide the social, economic, and health resources necessary for individual and community empowerment.

In 2022, we focused on stabilization and sustainable growth as we transitioned away from some of the emergency relief work we had initiated at the onset of the pandemic and resumed programs and serves that we had paused. Our Wellness team formalized our food access and case management programs and grew our behavioral health team, our Education team resumed our bilingual literacy-focused summer program and offered in-person after-school programming for our high school age youth for the first time since the onset of the pandemic, our clinic team increased their capacity by hiring an additional nurse practitioner and extending clinic hours, and our Art & Culture team celebrated the completion of phase one of Proyecto Grandote, a community-driven, interactive public art project.
IMPACT SUMMARY

6,300
Total number of clients and patients served across all services and age groups

250
Volunteers trained in community health work

185
Young people and caregivers engaged in education programming including 83 new individuals

7780
Total clinic visits serving 2,968 patients including 1,340 new patients

1628
Dental visits serving 636 individuals

389
Behavioral Health Visits serving 198 individuals
2022 proved to be an important year of transition for Puentes. In January we welcomed a new Executive Director, Orfelina Feliz Payne after the retirement of Executive Director and co-founder, Steve Larson, and long tenured managing director Esther Morales. As the communities we serve continued to face the challenges of the COVID-19 pandemic we worked to reaffirm our foundation and realign operations for continued efficiency and responsiveness. With the guidance and support of our staff and volunteers, we began to realign our infrastructure. We started by reorganizing our physical space to align with our post pandemic needs. We met in groups to rewrite job descriptions for accuracy and need. We shifted our reporting structure to align with best practices. We were able to hire an additional part time family nurse practitioner and a case manager.

In the Fall of 2022, we increased our clinic availability and expanded clinic hours by adding additional shifts on Monday and Wednesday mornings. As a result, we noted a decrease in wait times for general medicine appointments. We remain committed to building our institutional capacity to provide high quality services to more people, and embedding the necessary supports - such as staffing and development capacity. Our board is united around these goals, and is undergoing significant corresponding enhancements via a leadership grant from the Philadelphia Foundation. Support from our stakeholders is instrumental in helping us continue to build on this strong foundation for the next chapter of Puentes as a critical, multi-dimensional partner with Philadelphia’s Latinx immigrant communities.
In 2022, our Education Branch continued to deepen and expand our work with youth and families in the Puentes community. We offered our month-long bilingual literacy focused summer program for 50 elementary-aged students at Southwark school, and our High School program resumed weekly in-person programming for the first time since the start of the COVID-19 pandemic. We continued our relationship with YES! (Your Empowered Sexuality) and offered monthly parent workshops about sexuality education topics. Through a collaboration with the Sierra Club, we offered family hiking trips. We grew our youth leadership opportunities, offering paid internships to middle and high school students. Finally, our program navigated important changes as former Education Director Alexandra Wolkoff transitioned out of her role after eight years with Puentes, and we welcomed new Education Director Renny Perla. Mariana Argüelles Alcazar also joined the Education Team as the new Adolescent Education Supervisor.
**Puentes Hacia el Futuro**

With our partner, **YES! (Your Empowered Sexuality)**, we continued our social justice & sexuality education program:

- Offered weekly bilingual, in-person programming for students in grades 1-8. Weekly workshop topics included consent, puberty, conflict resolution, identity, gender roles, self-care, healthy relationships, racism, body image, and more.
- Offered monthly parent workshops focused on "How to Talk to Kids" about topics such as body image, puberty, consent, birth control and more.
- Hired two High School interns and two middle school interns to take on leadership roles in our program.

Additionally, we:

- Facilitated weekly homework support for students in our programs.
- Offered an 8-week High School application program, supporting 15, 8th grade students as they navigated the application process.
- Resumed our month-long summer bilingual literacy-focused program for 50, elementary aged students at Southwark School.

**Lanzando Líderes**

- Resumed weekly in-person individualized tutoring and mentoring sessions for students in grades 9-12. Student and volunteer pairs worked on homework, study habits, goal setting, and personal mentorship.
- Supported program seniors in developing, completing, and submitting their college and financial aid applications.
- Offered weekly group workshops centered on the interests of students, with topics spanning postsecondary readiness, socio-emotional life skills, health and wellbeing, and social justice.

**Puentes a las Artes**

- With our partner the Barnes Foundation, we held 15 weeks of virtual, bilingual arts and literacy classes for early learners ages 3-6 and their families. Classes inspire families to engage in observation, conversation, and art-making together that fosters early language development in Spanish and English.
- Hosted two in-person family workshops at the Barnes. Visits include a private gallery tour and separate skill building workshops for kids and parents.
In Summer 2022, we resumed our bilingual literacy-focused summer program for the first time since the onset of the COVID-19 pandemic. We offered four weeks of programming for 40, 1-5th grade Latinx youth at Southwark School in South Philadelphia. In 2022, we made some important changes from previous iterations of the program: we hired three bilingual group leaders and a high school intern, re-wrote our curriculum to align with our program's goals and values, and intentionally incorporated Language Justice practices into our program to better celebrate our students' identities as multilingual young people.

**2022 Education Program Highlights**

- **172** Students enrolled in programming, ages 3-18
- **68** After-school program sessions
- **6** Parent Workshops
- **25** Individual parent workshop attendees
- **39** Volunteers engaged as tutor/mentors

**2,129 Total Instances of Student Engagement**

*sum of student attendance across all sessions, equal to total number of touch points with students*
While adult primary care and prevention are the focus of our on-site clinical activities, we also provide monthly specialty care in cardiology, dermatology, neurology, ophthalmology, pediatrics, physical therapy, orthopedics, and podiatry. Additionally, women’s health at Puentes provides routine GYN and prenatal care such as cervical cancer screening and mammogram referrals, STI screening and treatment, pregnancy tests, and contraceptive initiation and surveillance. With the assistance of 243 volunteers in 2022, our team attended to more than 7,000 appointments. Our volunteers consisted of 19 attending physicians, 150 medical students, 64 residents and a combination of 10 nursing related professionals. All of our staff and volunteers make referrals for other services (such as case management or food access) both within Puentes and externally to partner organizations. Students and volunteers are trained to assess social determinants of health as part of a holistic community health model continuum. Throughout 2022, our dental clinic, which we run in collaboration with the School for Dental Medicine at the University of Pennsylvania, continued to see a significant demand for dental services for both adults and children: our dental team attended over 1,628 appointments and saw 636 unique patients. We also integrated dental services more fully with our clinic-after each medical appointment, patients are offered a fluoride treatment at our dental clinic.
In 2022, we started shifting our vaccine promotion work (funded by the National Alliance for Hispanic Health by way of the CDC) to incorporate adult routine vaccination as well as COVID-19 and flu vaccines. In late 2022 we:

- **Focused on winding down our Promotoras’ work outside of the clinic** promoting vaccination, and focusing our vaccine work on in-clinic vaccine access and promotion.

- **Organized and facilitated over 18 mobile pop-up vaccine** events in places as varied as Northeast Philadelphia, Southwest Philadelphia, Upper Darby, and numerous parts of South Philadelphia in collaboration with community leaders.

- **Administered 3,132 total COVID-19 vaccinations** at our clinic and mobile pop-up clinics.
HEALTH & WELLNESS PROGRAMS

In 2022, we created the first strategic plan for the Wellness division. This three-year strategic roadmap focuses on two key goals: 1) Sustaining and deepening existing Wellness programs with a focus on centering community and client leadership, agency and choice, and 2) Enacting Wellness as a bridge between Puentes departments. Currently our Wellness work focuses on four core areas: Food Access, Vaccine Promotion, Behavioral Health, and Case Management.

FOOD ACCESS

Food access programs at Puentes de Salud aim to support the holistic wellness of our patient population. We aim to reinforce the link between food and health by ensuring that Puentes de Salud community members have adequate nutrition that is culturally appropriate and centers dignity and community members’ abilities to self-determine their own needs. In 2022 we transitioned our food support from an emergency COVID-response program to sustained part of the Wellness branch. In 2022 we:

- Expanded the number of families served and raised the profile of the pharmacy as a free food resource in the community.
- Continued our partnerships with the Philadelphia Diaper Bank and Philabundance.
- Moved the food pharmacy into a larger physical space with an eye toward future nutrition and cooking collaborations.
- Began screening food pharmacy clients for SNAP eligibility in partnership with the Case Management program.
- Distributed 40,834 pounds of free food to over 1,133 individual households.
- Formalized our screening process to account for the changing pandemic reality and families’ post-lockdown economic situations (i.e. more in-person work opportunities but also rising food prices).
- Stabilized the program by hiring a more robust, consistent team of paid drivers, allowing us to expand the number of families we serve.
- Delivered food to 1,187 clients and served 258 unique households.
In 2022, our Promotora team began to transition their focus from intensive vaccine promotion work into other areas of community wellness such as mental health and diabetes management.

**DIABETES RESPONSE:**

In light of the drastic increase in patients with uncontrolled diabetes visiting our clinic in recent years, the Puentes wellness and clinical teams collaborated to develop a series of diabetes materials for our Promotoras to use in consultations with clients, and to integrate this response into our Food Access programs. All materials were developed in partnership with both our clinical team and our Promotoras, and feature simple, culturally responsive explanations of the disease, its symptoms, and its management.

**MENTAL HEALTH INITIATIVE:**

In October 2022, we launched our Promotora Mental Health Initiative. This year-long training prepares our team to conduct mental health outreach and education, and reduce stigma. Trainings are led by our two behavioral health specialists, Sara Fernandez Marcote and Jorge Balverdi. The biweekly trainings alternate between didactic sessions and opportunities for practice, and are deeply informed by ongoing feedback from and the perspectives of our Promotora team. Promotoras who complete the training will receive a certification from Puentes and be able to refer clients from the community into our clinic for treatment. In the future, we plan to offer additional training in an apprenticeship model for the subset of our team that is most interested in mental health, such that those Promotoras can become community counselors and, under the supervision of our behavioral health specialists, manage a caseload of patients.

**2022 PROMOTORA PROGRAM HIGHLIGHTS**

- 6 PROMOTORAS PRINCIPALES
- 7 PROMOTORAS COMUNITARIAS
- 1ST MALE PROMOTOR IN TRAINING
- 6 MENTAL HEALTH TRAINING SESSIONS (CONTINUED IN 2023).
- OVER 5,000 HOURS OF OUTREACH TO PUENTES CLIENTS
**CASE MANAGEMENT**

In September 2022, Puentes hired its first social worker, Jeanette Rodriguez, who has more than 20 years of experience in the field. Jeanette works with Puentes part-time and manages a caseload of over 20 clients at a time for medical way-finding, hospital bills, legal support, housing, emergencies, benefits access, and many other topics. In 2022, our case management program supported over 206 cases.

**BEHAVIORAL HEALTH**

In 2022, our behavioral health team expanded and harmonized their hours such that we now have a behavioral health specialist onsite during all regular Puentes clinic hours. We welcomed Jorge Balverdi (LPC) to Puentes in as a new behavioral health consultant, who brings substantial experience working with Latino men to the team. We also increased behavioral health consultant Sara Fernandez Marcote’s hours to 20 hours per week.

Our Behavioral Health team also began the Mariposas women’s support group in collaboration with our promotoras. Mariposas uses the TREM (Trauma Recovery and Empowerment Model) curriculum, an evidence-based, facilitated group approach to healing from the effects of trauma that combines elements of social skills training, psycho-educational and psychodynamic techniques, and emphasizes peer support. 8-10 women participate for each 6 week session; the groups are grounded in culturally-appropriate practices and include an evaluation component to help us adapt and improve the program to better meet patients’ needs and center their expertise in shaping their care.

**In 2022, our behavioral health team:**
- Conducted over 402 appointments with 197 individual patients
- Alongside our promotora team facilitated 12 Mariposa support group sessions with 15 individual participants.
Over the past two years, the Art & Culture team has focused primarily on Proyecto Grandote, a multi-year art and education project funded by the William Penn Foundation and KABOOM!. The goal of the project is to support families in recognizing and using their multilingual/multicultural knowledge and abilities as strengths and assets, and as being relevant to their children’s lives. In November 2022, we held an inauguration celebration to mark the completion of the first phase of this project: transforming Puentes’ Community Wellness Center into an immersive learning environment, through the installation of three interactive murals in the waiting room. These murals, which focus on our communities’ deep and profound knowledges and abilities, are accompanied by an interactive Lotería game and hidden compartments that will engage children and community members in exploring the murals, as well as discussion prompts throughout the space that encourage intergenerational conversation and literacy development. Next up will be two additional interactive public art and education installations in South Philadelphia, which will be completed over the next two years.
At Puentes de Salud, we believe that community health, wellness, and empowerment result from a collaborative, multidisciplinary effort. The depth and strength of our relationships allows us to effectively deliver mission-aligned programming, engage volunteers, and forge strategic partnerships. Our service delivery would not be possible without support and collaboration from:
GRANTS & AWARDS

PUENTES DE SALUD IS GRATEFUL TO HAVE RECEIVED FUNDING IN 2022 FROM:

Allen Hilles Fund
Barbara Jordan Community Design Collaborative
Connelly Foundation
Direct Relief
Douty Foundation
Dr. Steve Larson Fund
Greater Philadelphia Community Alliance
Hamilton Family Charitable Trust
Haverford College
Huron Foundation
IBC
KaBOOM! Play Everywhere Philly
Leo & Peggy Pierce Family Foundation

Marjorie Findlay
McLean Contributionship
Patricia Kind Family Foundation
Penn Cares Grant
Pew Charitable Trusts
Philadelphia Foundation
Philanthropy Network
Fels Fund
Scattergood Foundation
Scholler Foundation
Tahdah Foundation
Van American Foundation
Wawa
William Penn Foundation
Women’s Way
Zeldin Family Foundation
## Financial Summary

### Revenues
- Contributions & Grants: $1,360,644.16
- In-kind: $998,487.63
- Investment Income/Other: $6,511.44
- Program Service Revenue: $209,019.64
- **Total Revenue**: $2,574,662.87

### Expenses
- Program Services: $293,514.99
- Management/General: $1,928,317.73
- **Total Expenses**: $2,221,831.72

## Functional Expense Allocation

- **Administrative Expenses**: 15%
- **Program Expenses**: 85%
OUR TEAM

Steven Larson, Co-Founder
Jack Ludmir, Co-Founder
Orfelina Feliz Payne, Executive Director
Dacey Stratton, Medical Director
Daphne Owen, Director of Medical Education and Development
Annette Silva, Community Nurse Liaison
Sharon Katzenbach, Nurse Practitioner
Wendy Santoyo, Patient Services Coordinator
Paulina DeJesus, Patient Services Supervisor
Leah Reisman, Health and Wellness Director
Olivia Pandolfi, Food Access Coordinator
Jeannette Rodriguez, Case Manager
Jorge Balverdi, Behavioral Health Consultant
Sara Fernandez Marcote, Behavioral Health Consultant
Renny Perla, Education Director
Lili Domenick, Education Supervisor
Mariana Argüelles Alcazar, Adolescent Education Supervisor
Carolina Marín Hernández, Early Childhood Program Coordinator
Francesca Montanile, Early Childhood Teaching Artist
Nora Litz, Arts & Culture Director
José Lemus, Art & Education Coordinator
Irma Zamora, Promotora
Fabiola Carrasco, Promotora
Isabel García, Promotora
Carmen Rodríguez, Promotora
Bertha González, Promotora
Rosalinda Hernandez, Promotora
OUR BOARD

Samantha Phillips Beers, Board Chair
Director, Office of Enforcement, Compliance and Environmental Justice (OECEJ)

Steven Larson, M.D., Executive Board
Co-Founder and former Executive Director of Puentes de Salud; Former Associate Professor of Emergency Medicine at the University of Pennsylvania

Jack Ludmir, M.D., Executive Board
Co-founder and former Medical Director of Puentes de Salud
Former Executive Vice President for Equity; Associate Provost Community Engagement at Thomas Jefferson University & Jefferson Health; Professor of Obstetrics & Gynecology and Population Health at Thomas Jefferson University

Thomas Hecker, Board Member
Vice President for Administration and Chief of Staff, University of Pennsylvania Health System

Edgar Ramirez, Board Member
CEO, Philatinos Radio & Iniciativa Mexicanos en Philadelphia

Antonia M. Villarruel, PhD, RN, FAAn, Board Member
Professor and Margaret Bond Simon Dean of Nursing at University of Pennsylvania School of Nursing

Daphne Owen, M.D., Board Member
Assistant Professor of Clinical Emergency Medicine, University of Pennsylvania

Mark Wolffe, Board Member
Professor and Morton Amsterdam Dean, University of Pennsylvania School of Dental Medicine

Diane van de Beek, Board Member
AVP, National Contracting, Cigna

Ann West Figueredo, Board Member
Principal and Co-Founder, Momentum Consulting Group, LLC
LEARN MORE ABOUT PUENTES

Connect with us at www.puentesdesalud.org

Follow us on Facebook and Instagram

Read about us highlighted in the news

Learn more about El Proyecto Grandote, Promotoras' Vaccine Access Work, and view this Hispanic Heritage Month video featuring Puentes.

SUPPORT PUENTES

Donate to Puentes here

Watch "Clinica de Migrantes," a documentary about Puentes on HBO. Watch the trailer here!

Support Puentes when you shop at Amazon using Amazon.Smile.

Volunteer with our programs - more information here