

All Hands In... Making an Impact



2010 Annual Report

Mission: Doctors Care provides access to affordable health care, through a coalition of health care providers, to the medically underserved in South Metro Denver.

PRESIDENT'S REPORT

Last year was unprecedented and one that I've anticipated for some time. As long as I can remember, I have ended presentations and annual report letters with "We Can! We Must! We Will!" Doctors Care even bestows an annual award with this mantra to honor a volunteer physician. When I say this, I am affirming we can, must and will provide health care for all. It is our duty and our calling. I firmly believe it can happen. And it is!

Doctors Care remains committed to its vision of innovation, growth and service to the community as a patient-centered health home for the medically underserved. The clinic served 2,300 children and young adults last year. Clinic providers welcomed more than 800 new patients. The sliding-fee-scale program staff and volunteers served 1,100 patients with 600 of them being new to our program, supported by more than 900 physicians within their private practices.

As our patient numbers increase, we continue our efforts to maintain the same level of high-quality service. And I believe that in doing good for others, you get back more than you give. As the Good Book says, "It is more blessed to give than to receive." On that basis, I always feel that I am doing my fellow health care professionals a favor when I ask them to see patients who cannot afford their services.

Thank you for supporting Doctors Care, joining our network, and offering your guidance and compassion to our patients. I hope in the year ahead that you will financially support our future and our growth.

We Still Can! We Still Must! We Still Will!



Gary VanderArk, MD
Board President and Founder

EXECUTIVE DIRECTOR'S REPORT

Do you ever feel *voluntold*?

It's when someone volunteers us for something or, even when asked, we know there isn't a choice. It's when our children come home from school and tell us we are bringing cupcakes ... with homemade frosting ... for 200 students ... tomorrow morning. It's when our friends and family are supporting a cause and invite us to join.

Giving back to the community and encouraging others to do the same is how Doctors Care works. It's about peer pressure, in a good sense. And the end result is as rewarding or more so than if we had volunteered ourselves. It is why we are successful in providing health care to an underserved population for as little as five percent of the actual amount. It is why our patients contribute to the betterment of our society.

I am grateful to each of you who volunteer and those of you who have been voluntold to participate in Doctors Care. As a result, our five partner hospitals and network of approximately 900 providers contributed \$15 million in health care services last year that

stayed within our community. The beneficence inspires me to ensure accessible care for our patients. And I am honored to have the opportunity to serve.

Sometimes we may feel voluntold; we agree to join in because we may think we don't have a choice. Then in the end, it is amazing to see the transformation in our own lives and the effect on those we serve. It is the reason that Doctors Care will have a new home in 2011. Be sure to read the "On the Horizon" section to learn about our continued belief in our community to be one of action, building upon our foundation of volunteerism with a healthy dose of "voluntoldism."

Thank you,



Bebe Kleinman, MNM

P.S. Enclosed in this annual report, you will find a return envelope to send your donation to ensure Doctors Care will continue to serve our community. Thank you.

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

~Margaret Mead



FINANCIAL HIGHLIGHTS

Year ended December 31, 2010

Public Support

Contributions	\$70,768
Grants	\$800,179
Government funding	\$116,453
Special events	\$0

Revenue

Program service fees	\$571,140
In-kind	\$388,925
Other revenue	\$136

TOTAL REVENUE **\$1,947,601**

Expenses

Program services	\$1,663,616
Supporting services	
Management & general administration	\$65,613
Fundraising	\$66,034

TOTAL EXPENSES **\$1,795,263**

Change in net assets from operations	\$152,338
Investment income	\$125,707

TOTAL CHANGE IN NET ASSETS **\$278,045**

Provider Contributions — 2010

Hospitals	\$13,780,030
Swedish Medical Center	
Porter Adventist Hospital	
Littleton Adventist Hospital	
Sky Ridge Medical Center	
Parker Adventist Hospital	
Community Physicians	
Network Physicians	\$583,299
South Denver Anesthesiologists, PC	\$319,179
Radiology Imaging Associates/INVISION	\$185,631
Pharmacies	\$92,185

TOTAL PROVIDER CONTRIBUTIONS **\$14,960,324**

For a copy of the complete audit and Form 990, please contact
Doctors Care staff at (720) 257-7788.

BOARD OF DIRECTORS

Officers:

Gary VanderArk, MD
President
University of Colorado Health Sciences Center
Department of Neurosurgery

Stephen Conner, MD
Vice President
Kaiser Permanente

Kathryn Ashenfelter, CFO
Treasurer
Swedish Medical Center

Brad Winslow, MD
Medical Director
Swedish Family Medicine Residency

Members At Large:

Ellen Burkett, MD
SouthPark Internal Medicine

Carol Clarke
Community Volunteer

Dean Coddington
McManis Consulting

Mary Hewett
Dry Creek Sertoma Club, Community Volunteer

Tony Lemus
Denver Seminary

Katie Spong Lozano, MD
Radiology Imaging Associates/INVISION

Mary Newell, RPH
King Soopers Pharmacy

Richard Schaler, MD
Lone Tree Facial Plastic & Cosmetic Surgery

Kenton Voorhees, MD
University of Colorado Health Sciences Center
Department of Family Medicine

Designated Positions:

Arapahoe-Douglas-Elbert Medical Society:
Andrea Chase, Executive Director

Swedish Medical Center:
Mary White, CEO
Kathryn Ashenfelter, CFO

Littleton Adventist Hospital:
Ken Bacon, CEO
Larry Wood, MD

Porter Adventist Hospital:
Randy Haffner, CEO
Steve Chen, CFO

Sky Ridge Medical Center:
Maureen Tarrant, CEO
Craig Sammons, CFO

Parker Adventist Hospital:
Terry Forde, CEO

2010 Highlights

Rather than waiting for legislation to pass, the Board of Directors aimed to predict what reform may mean to Doctors Care and patients. They commissioned a “Task Force on the Future” to develop a strategic plan based on the impact of the Colorado Health Care Affordability Act and the federal Patient Protection and Affordable Care Act.

The task force determined that Doctors Care must grow in the future. The Affordable Care Act will not cover everyone, and demand for Doctors Care’s services is expected to grow 10 to 15 percent per year.

In addition, the number and proportion of Doctors Care patients on Medicaid will increase.

With a recommitment to Doctors Care’s 23-year-old mission, the board confirmed its vision of health care: unsurpassed patient experiences, operational efficiency, a thriving network of hospital and physician partners, meaningful integration of internal and external health information, and being the clinic of choice in our community.



CLINIC

Last year, nearly 2,300 individual patients from newborn to 30 years of age accessed quality, affordable primary, specialty and mental health care through the Doctors Care Clinic. The clinic’s providers welcomed more than 800 new patients and provided nearly 8,000 appointments.

Additional Highlights

- Doctors Care received an “excellent” rating from Colorado Access for appointment availability and service standards. In addition, we received a “2010 Access to Care Champion” certificate for availability of routine care appointments within four weeks, urgent care appointments within 24 hours and non-urgent care within one week.
- Osteopathic medical students from Rocky Vista University’s College of Osteopathic Medicine completed educational rotations in the Doctors Care Clinic under the supervision of volunteer Philip Sullivan, MD and Clinic Director Sue Covington, PA-C. Through this partnership, Doctors Care continues to provide students with opportunities to complete their requirements while teaching them inclusivity of all populations, a philosophy we hope carries with them in their future as physicians.





PARTNER HOSPITALS & PROVIDERS

Donations of care and direct contributions totaled \$14 million from our five partner hospitals:

- Swedish Medical Center
- Porter Adventist Hospital
- Littleton Adventist Hospital
- Sky Ridge Medical Center
- Parker Adventist Hospital

In addition, 142 providers joined Doctors Care's thriving network of more than 900 primary care and specialty providers. Collectively, they donated more than \$1.1 million in care for uninsured patients. Considering contributions from the provider networks, local pharmacies, volunteerism, and in-kind donations, Doctors Care provided more than \$10 in health care services for every \$1 raised last year.

Additional Highlights

- The organization continues to work closely with Swedish Family Medicine Clinic and Residency to provide supervision of our physician assistants, lend medical directorship, and serve as the private practice which accepts the largest Doctors Care patient load.
- The annual "Dr. Gary VanderArk 'We Can! We Must! We Will!'" Award" was presented to neuro-oncologist Edward Arenson, MD. Dr. Arenson first welcomed Doctors Care patients in 2001 and exemplifies exceptional compassion in the treatment of our patients.
- Doctors Care champions attended the Arapahoe-Douglas-Elbert Medical Society's Meet-and-Greets for physicians. They made new contacts and thanked those who are already partners in caring for the uninsured.

SLIDING-FEE-SCALE PROGRAM

The year brought an increase in the number of uninsured patients applying for the Doctors Care sliding-fee-scale program; more than 1,100 patients received care through the network of providers and hospitals.

Even with a well-established network and the addition of 142 providers, demand outnumbered supply. For the first time since 2002, the program staff had to use a waitlist for patients who could not be immediately assigned to a provider. The staff was committed to sharing the stories of waitlisted patients as a tool to recruit more providers and personalize the status of health care in our community.

Remaining positive, the program staff spent time building team cohesiveness. As a team, they identified their commitment to:

- Representing fairness and equality for patients
- Pushing through roadblocks to go above the call of duty
- Serving as a bank of information
- Being managers of resources

Additional Highlights

- A case management team consisting of staff members and volunteer physicians continued to discuss complex cases, create plans for patients, and review pharmacy records to ensure the use of cost-effective, generic medications.
- Group Information Sessions proved to be a successful way to process an increase in patients interested in Doctors Care. The one-on-one financial reviews that follow the sessions maintain our dedication to an individualized patient approach.



INTEGRATED PHYSICAL & MENTAL HEALTH

Doctors Care's model of on-site access to a mental health provider with prescriptive authority is important in caring for those who suffer from mental illness and require medication treatment. In fact, one-third of patient visits to the Doctors Care physician network include a mental health diagnosis along with a physical health problem.

In 2010, 147 patients received mental health care services at Doctors Care. With a commitment to mental health and an extension to counseling services, we expect an increase in utilization of Doctors Care's mental health program in 2011.

The Integrated Health Care Initiative Community Development Block Grant awarded a grant to subsidize the cost of delivering mental health care to approximately 80 patients living in the City of Littleton. Patients benefit from their visit with a mental health provider, and money saved on counseling helps cover the cost of prescribed medications.

VOLUNTEERISM

More than 100 volunteers donated 5,750 hours in service to the Doctors Care mission in a variety of capacities. Many of our volunteers were recognized for their outstanding contributions:

- Pictured with Doctors Care founder Gary VanderArk, MD, Anne Nagashima, MD was presented the "Volunteer Provider of the Year" award by the **Colorado Coalition for the Medically Underserved**. Our team values her commitment to serving the medically underserved and her attention to high-quality care.
- Dry Creek Sertoma Club members presented Doctors Care volunteer Stephanie Bacon, PA-C with the 2010 Service to Mankind Award. As a Clinical Coordinator for **Red Rocks Community College**, Stephanie offers guidance to staff and other volunteers who aim to pursue a career in medicine.
- Doctors Care's founder and board president Gary VanderArk, MD was awarded the Denver Business Journal "Lifetime Champion in Health Care" award.

Staff also donated their time to work with **Newday Seventh-day Adventist Church** stuffing goody bags with crafts and activities. The bags were then taken to partner Parker Adventist Hospital to be given to children who are admitted to the emergency room.

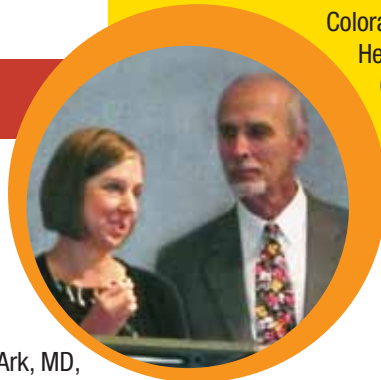
And during the holiday season, members of **Orthopaedic Physicians of Colorado** donated food and gifts to two Doctors Care families in need. The families were overjoyed to have gifts for their children, in addition to receiving gifts for themselves and items to make several delicious meals.

ELECTRONIC HEALTH INFORMATION

Thanks to funding by The Colorado Health Foundation in 2010, Doctors Care staff implemented **Care Management Software** for the sliding-fee-scale program. In 2011, the software will track and analyze the type of care being accessed, amount of care donated by our network of volunteer providers, and information related to population trends.

In addition, clinical staff began meeting with HealthTeamWorks in preparation for a new **Practice Management System** and **Electronic Health Records** in the year ahead.

Of equal note, Doctors Care hosted a **Health Information Exchange** kickoff meeting for South Metro Denver. Local health care leadership, including hospital chief executives, met with Colorado Regional Health Information Organization (CORHIO) members to develop a community plan.



COMMUNITY COLLABORATION

- Doctors Care participated with **South Metro Health Alliance** to unite the community for better access to health care for all. Staff also participated with **Colorado Regional Health Information Organization (CORHIO)** to improve care for all Coloradans through health information exchange.
- **Dry Creek Sertoma Club** members confirmed their commitment to our work with the medically underserved through financial and volunteer support. In addition, two Doctors Care staff members serve as active Sertomans.
- Dr. Richard and Michele Steckels' **Milestones Project** aims to teach values and respect of people who are different from ourselves. Last year, they continued to shoot photos of memorable moments at Doctors Care to diminish stereotyping.
- Doctors Care staff were given a unique opportunity to refer three low-income families to **Kaiser's Community Supported Agriculture** program. The families received free, fresh produce from a local farm.
- Clinical directors collaborated with the **Colorado Health Institute** on a case study about safety-net clinics that utilize non-physician clinicians to deliver high-quality, cost-effective health care services. The finished report highlighted Doctors Care's unique model of care.
- Staff participated in the **Aurora Health Access Task Force** to engage in a community-led movement to make a positive impact in Aurora's health care system.
- **Reach Out and Read® Colorado** hosted a site visit at Doctors Care in which Congressman Mike Coffman, pictured, read books to children in our clinic. Every child received a book to take home.



FUNDRAISING

Development staff submitted more letters of intent and conducted more informational meetings than ever, introducing 24 new foundations and corporations to our programs. These are important first steps to becoming a recipient of new funds.

Additional Highlights

- Doctors Care was selected for the **El Pomar Youth in Community Service Grant**. Annually, students in the Evergreen High School Philanthropy Club pick an organization to receive this donation by reviewing proposals and choosing one that aligns with its mission.
- As a member of **Community Shares of Colorado**, Doctors Care participates in workplace-giving programs throughout the state, including the Combined Federal Campaign and other state and local campaigns. Employees can donate a part of their paycheck each pay period to the organization of their choice. Through this incremental giving program, donations add up to make a large impact; by year end, Doctors Care received more than \$5,000 through workplace-giving donations.
- Doctors Care also participated in the first **Colorado Gives Day** in December and received an additional \$8,000. The statewide goal to raise \$1 million in one day for nonprofits was surpassed with more than \$8 million raised.
- Several local businesses demonstrated their support of Doctors Care in 2010. **Clinix Healing Center** hosted a fundraising event in which their providers offered therapeutic services at no charge. Those who attended were asked instead to make a donation to Doctors Care. In addition, **Showings Fine Art** named Doctors Care as the charitable recipient of a percentage of their sales on two nights last year.



STAFF MEMBERS

Ana Ascencio *8/10
Medical Assistant

Ali Ayres, MBA
Deputy Director

Krista Blew, PA-C
Physician Assistant

Hannah Bragg
Community Outreach Assistant

Sonia Cobos
Lead Medical Assistant

Cyntia Corrales *1/10
Receptionist

Sue Covington, PA-C
Physician Assistant/Clinic Director

Jenn Doe **8/10
Marketing Communications Assistant

Jeff Gayle
Information Technology Manager

Meredith Gribble *5/10
Mental Health Assistant

Jen Grinspoon, PA-C **12/10
Psychiatric Physician Assistant

Ann Harden *9/10
Human Resources and Benefits Manager

Michelle Hartman, MA
Program Director

Mike Homiack *12/10
Information Technology Assistant

Blake Hood **6/10
Mental Health Assistant

Tasha Kell
Program and Volunteer Manager

Bebe Kleinman, MNM
Executive Director

Kathleen Kramberg, MNM
Development Manager

Bernadette Loya
Office Manager/Eligibility Counselor

Donna Nelligan, PA-C
Physician Assistant/Clinic Director

Marcia Polynice **6/10
Clinical Nurse Supervisor

Kristin Reck, PA-C *4/10
Physician Assistant

Joan Schneider *2/10 **12/10
Development Assistant

Linda Shimoda, PNP *11/10
Nurse Practitioner

Alisa Spilman
Systems Manager

Linda Stratton
Director of Practice Management

Martha Zamudio
Medical Assistant

Ruth Franklin
Medicaid Eligibility Counselor
Tri-County Health Department

2011 Staff Additions:

Maureen (Mo) Cacace, LMFT *3/11
Licensed Therapist

Ellen Feighny, MSW *3/11
Patient Care Coordinator

Sharon Fisher *3/11
Volunteer Coordinator

Chris Lawson *2/11
Development Associate

Charlene Patton *3/11
Physician Recruitment Assistant

*Start date ** End date



STAFF DEVELOPMENT

The Doctors Care team continued to expand and team members were gifted with opportunities for growth, trainings, and leadership.

Additional Highlights

- Staff attended cultural competency trainings on generational differences, diversity awareness, and alcohol and drug abuse issues. These educational opportunities encourage inclusiveness and an awareness of cultural differences. The end result is greater access and improved health outcomes for patients.
- Internally, a new Operational Management Team worked to achieve efficiency by facilitating daily operations, strategizing, and implementing its vision to improve quality and access to patient care. A new Vision Team ensured the mission is carried out by assessing and forecasting community needs to strategically propose internal change.
- Many administrative staff used their lunch time to learn Spanish. A team member with experience as an English-as-a-Second-Language (ESL) teacher guided those interested with sentence structure and verb conjugation. *¡Bien hecho compañeros!*



“Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.” ~Andrew Carnegie

Patient Stories



Going Forward

Walking. Hiking. Gardening. These are the activities that motivated Diane England to continue pushing herself during a physical therapy session with Mary Lou Brown, PT at Sky Ridge Sports Medicine/ Rehabilitation Therapies Center on a Friday morning.

A cheap pair of shoes, basement stairs, and a moment in time changed Diane's life in the fall of 2004. Recalling that day, Diane said, "I was very, very high energy and active. Everything came to a dead stop within seconds." With a painful injury to her hip and no health insurance, Diane raced toward an uncertain future. "To think that without insurance, there was no help for the rest of my life to improve my health condition — it was very scary."

Spending thousands of dollars on massage therapy and chiropractic visits to gain temporary relief over the years, Diane quickly exhausted the bulk of her personal resources. It was in the summer of 2010, during a visit to primary caregiver Ladean Cross, NP that she first learned that Doctors Care and its network of approximately 900 volunteer providers could help. In an operating room at Swedish Medical Center this February, Orthopaedic Physicians of Colorado surgeon Robert Kruse, MD gave Diane a new hip and a renewed chance at mobility. Diane says of Dr. Kruse, "I cannot imagine a kinder, more professional, and caring doctor."

Diane says she wishes and hopes that more physicians will join the Doctors Care external provider network to help people recapture the life, and precious time, they've lost due to health challenges. "It's been totally awesome to think I'm going to have my life back. I'm going forward now, not backward anymore."

To join the Doctors Care network of physicians, call Program Director Michelle Hartman at (720) 257-7783.

Happy and Healthy

Shortly after he was born, Moe was placed in foster care. His foster mother, Roseanne, suspected he might have asthma or allergies. She began bringing him to the Doctors Care Clinic for regular visits. During one visit, Moe was having difficulty breathing, and the providers at Doctors Care rushed him to the hospital where he was kept overnight due to his asthma.

During this time, Roseanne and her family worked to gain sole custody of Moe, and today he is a happy, healthy and permanent member of the family. At a recent appointment, when asked what he liked most about Doctors Care, Moe smiled while climbing onto the exam table and said, "The fish on the walls and the doctors are nice!"

Roseanne is certain that she will stay at Doctors Care. "Everyone knows every detail about his medical history."

The on-site Doctors Care Clinic provides access to same-day appointments for newborns to 30-year-old patients by calling (303) 730-1313.



On the Horizon

A Community Vision



By expanding our operations, Doctors Care is stepping up to a community vision. It is important that we plan proactively for Doctors Care's future and long-term goals, fostering access to health care services to a growing population of underserved patients. The board of directors and staff are grateful for how well the Orchard Road location has served patients for the past 17 years; now, the clinic is at full capacity.

With the board's unanimous approval, Doctors Care's Executive Director Bebe Kleinman signed a Letter of Intent in September 2010 expressing our collective interest to purchase and renovate the building located at 609 West Littleton Boulevard, three-quarters of a mile west of the current location.



Goals

The goals for the expansion and purchase of a building are to:

- Improve patient care and expediency of health care delivery with an efficiently redesigned clinic; multiple, need-specific waiting areas; and integration of Electronic Health Records
- Be located in a Health Professional Shortage Area with medical school loan repayment eligibility for providers, allowing Doctors Care to continue to attract exceptional medical staff
- Accommodate historical 15 percent annual growth in the number of patients served in the future by growing to seven exam rooms and three procedure rooms, with plans for further expansion
- Improve integration of physical, mental and eventually oral care
- Be financially responsible with resources while planning for Doctors Care's long-term future
- Continue the safety of patient information through better design of space and use of technology
- Be located in a highly visible area with greater access to public transportation



One Door In

We often talk about a "one door in" or "no wrong door" concept at Doctors Care. By this, we mean it is our priority to help patients get through our system, experiencing a consistent approach to their care. No matter how patients enter Doctors Care or their initial need, our staff and providers will integrate them into a system to access potentially broader services. A new location and futuristically designed clinic will help us achieve these goals in a society with evolving health care needs.

Donate

In 1988, Doctors Care started as a community collaboration to provide quality, affordable, accessible care to the medically underserved. Twenty-three years later, this mission continues to stand strong. Doctors Care is a model of lasting success and volunteerism. We share our community's concern about a growing uninsured population and increased wait times to receive medical attention. For more than two decades, Doctors Care has carried a message of hope for patients. The generosity of donors continues to make the organization a model of lasting success.

Contribute today to Doctors Care's capital campaign "Opening Doors to Health Care" by contacting Development Manager Kathleen Kramberg at kkramberg@doctorscare.org or (720) 257-7814.

Special thanks to Kirk Douglas of Colorado Realty Consultants and Bill Gordon of Teamworks Architecture for helping to ensure a bright future for Doctors Care's new home.

Doctors Care's new address as of May 2011:

609 West Littleton Boulevard
Suite #100
Littleton, Colorado 80120
(303) 730-1313

NETWORK PROVIDERS

Brett B Abernathy MD
 Carolyn Abman MD
 Simeon Abramson MD
 Radhika Acharya DO
 Mitchell D Achee MD
 Allen D Adinoff MD
 Lisa Ahrendt MD
 Jack D Aikin MD
 Bruce H Albrecht MD
 Eric S Albright MD
 Mihaela Alexander MD
 Abdulfatah M Ali MD
 Barbara Allen MD
 Aiad Alsakaf MD
 Mana K Amir MD
 Scott R Anderson MD
 Ross Appleyard MD
 Steven B Aragon MD
 Lee Arensberg MD
 Edward B Arenson MD
 Tanya Argo MD
 Michael I Argyres MD
 David Armstrong MAC, LAC
 Jeremy C Armstrong PA-C
 Paula Armstrong NP
 Karen Ashbeck DO
 Sheryl L Asplund MD
 Tanya A Atagi MD
 Steven Atkins DPM
 Kenneth R Atkinson MD
 Richard Augspurger MD
 Todd Avant MD
 Catherine Azar MD
 David A Baer MD
 Marianne Baillet MD
 J Scott Bainbridge MD
 Bruce Baird MD
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 Alan R Barber OD
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 Kalindi Batra MD
 Claire M Baumgartner MD
 Paul Beale FA-C
 Brian J Beatty DO
 Kathryn Beck MD
 Betsy Beineke LAC
 John D Bell MD
 Reginald C Bell MD
 Richard J Bellon MD
 Thomas Benenati DPM
 Miguel Benet MD
 Sarah Benjamin DPM
 Michelle Beutz MD
 Dana Biebel PA-C
 Bahri M Bilir MD
 Kenneth T Bing MD
 Sameer Bisarya MD
 Jim Bisping MD

Michael A Bitter MD
 Kenneth D Blake MD
 Ellen R Blatt MD
 Clifford A Bloch MD
 Chad E Boekes MD
 Rob Bogin MD
 Glenn Bolton MD
 Lian A Bonds MD
 Dianne Bonner PA-C
 Eugene E Bourne MD
 Roger E Bowles MD
 Allen Bowling MD
 William J Bowman MD
 Suneel Boyareddygar MD
 Kevin J Boyle MD
 Ruediger F Bracht MD
 Susan Braun PA
 Janice K Brenneman MD
 Anne H Brenner MD
 Sam Brescia MD
 Jim Bridges MD
 Rebecca J Brock MD
 John D Brooke MD
 Bruce Brookens MD
 Amy Broomer DO
 Craig Brown MD
 Gerald D Brown MD
 Todd Brown PA-C
 Catrina Buehler MD
 Linda Buckley MD
 Lan-Anh S Bui MD
 Jessica Bunjer NP
 Jeb Burchenal MD
 Tamara Burdi NP
 Ellen Burkett MD
 Glen E Burmeister MD
 Todd Burmeister DO
 Maureen (Mo) Cacace, LMFT
 Vito J Calandro MD
 Sherrie A Caldwell MD
 John Campbell MD
 Nathan Carden DO
 Stephanie Carlile CMT

“Thank you for all your time and assistance in arranging treatment for my condition. I cannot express the amount of gratitude that I have for your program.”

~John, patient

Roy E Carlson MD
 Christopher Carpenter MD
 H Patrick Carr MD
 Fernando Carreira MD
 Donald R Carter MD
 Mark Ceraso DO
 Nancy A Cersonsky MD
 Anthony G Cerullo PA-C
 Herbert Chado MD
 Frank H Chae MD
 Shalini Chahal MD

Vernon M Chapman MD
 James Chappell MD
 Victor Chavez MD
 Anthony P Cheng MD
 Barbara Chesnutt NP
 William C Choe MD
 Douglas D Christensen MD
 J Cade Christensen DPM
 David Christopher MD
 Elise Chu MD
 Jonathan Clapp MD
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 Ira M Dauber MD
 Dan Davis MD
 Donn M Davis MD

John K Davis III MD
 Kent Davis MD
 Kevin P Davis MD
 Linda C Davis MD
 Katrina De Romana NP
 Teruel DeCampo MD
 Mary Ann DeGroot MD
 William D DeLano MD
 Candida Delgatty MD
 James R DeLine MD
 Mark A Dennis MD

Susan Dias MD
 Matt Dickinson MD
 Levi Dieruf MD
 James C Dill DPM
 Mark A Dillingham MD
 Douglas Dillon MD
 Vincent A DiMaria MD
 Malcolm S Dobrow MD
 Jeffrey Dobyns MD

Jane Doherty MSPT
 Oscar G Dominguez MD
 Michael Donurat MD
 Daniel M Donato MD
 Bruce R Dorr MD
 Paul H Dragul MD
 Amanda Drake PA
 Andrea Drake PTA
 James N Dreisbach MD
 Stephanie Duff MD
 Roger Duggan MD
 William Dunfee MD
 David Dungan MD
 Brett T Earnest MD
 Ronald Edgar MD
 Gordon Ehlers MD
 Jerrold Eichner MD
 Edward B Eigner MD
 Michael Paul Elder DO
 Serena Elhard DC
 J Paul Elliott MD
 Diane Ellis MD
 Ronald Ellis MD
 Lawrence L Emmons MD
 Jack D England DO
 Kathy England NP
 Louie S Enriquez MD
 Jon Erickson MD
 Michael D Erlandson MD
 Brendan F Essary MD
 Barbara A Esses MD
 John Eule MD
 Jessica E Evans MD
 Luke Evans MD
 Kristyn Everett NP
 Richard F Everhart MD
 James Fagelson MD
 Brian Fassel DO
 Robert S Feehs MD
 Dan J Feiten MD
 James J Fenton MD
 Clara J Ficco NP
 Joseph Fillmore MD
 Gayle Fischer DPT
 Javier Fischer MD
 Andrew J Fisher MD
 Matthew Fleishman MD

Ryan Flint DO
 S Lance Forstot MD
 Jeffrey D Foster MD
 Mark Foster MD
 Jeremy Fowler MD
 Brian Fox PA-C
 Monique Fox MD
 Shari Fox MD
 Sheri Fox PA-C

Jodi Frangiamore PA
 George M Frank MD
 Stephanie Frankel MD
 Katherine D Freeman NP
 Kristin Freestone MD
 Donald Frei MD
 Mary E Freivogl MS, CGC
 George A Frey MD
 Gretchen A Frey MD
 Barbara Fried MD
 Jeffrey Friedland MD
 David Friedman DC
 Marti Friednash MD
 Steven Friedrich MD
 Timothy Fry DO
 Michael A Fuller DO
 Philip T Fuller MD
 Richard Garbe MD
 Joel Gardner DO
 Marc Garfinkel DC
 Julianne Garrison MD
 Julie Garside NP
 Raymond Gaspari MD
 Marc Gattiker MD
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 Douglas J Gay MD
 Laurence F Gaynor MD
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 J Steven Geraghty MD
 Lori Gerard MD
 Nancy J Germer MD
 Gary Ghiselli MD
 Charlie Giarratana MD
 Connie H Giarratana MD
 Beverly F Gilder MD
 Brian D Gill MD
 Sheri L Gipson MD
 Wm Terry Gipson MD
 Jeffrey Giullian MD
 Richard H Glasser MD
 Jeffrey J Goates MD
 Burton P Golub MD
 Lee Golub
 James Gonzales MD
 Reid Goodman MD
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We apologize if anyone's name has been overlooked inside this publication. Please contact us at (303) 730-1313 so that your name will be included in future materials.

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In our memories are the five patients who passed away in 2010.

