Making Health Care a Priority: Now and in the Future
Executive Director’s Report

Meeting families every day who do not believe they have a voice in the debate about accessible and affordable health care helps me understand where I can have an impact. One of my personal charges is to encourage participation in this discussion by vulnerable families. By understanding the challenge, we may be better positioned to help everyone find their voice in speaking out about the situations we face.

The health care crisis has grown to include families with an annual household income over $50,000. Sickness has no economic boundaries. Some of us have better access, and we need to equalize that imbalance. We are no longer just talking about women and children in poverty, but about 75 percent of working families in this country, with and without employer-sponsored health care. All of us have become at risk in our current system.

Thank you to our partner hospitals – Swedish Medical Center, Littleton Adventist Hospital and Porter Adventist Hospital – for their work with Doctors Care and for guiding us to become better users of their systems. Our community of charitable providers enables our mission to provide affordable, accessible and quality health care to the medically underserved in South Metro Denver.

Additional highlights of Doctors Care’s work include our involvement in the community such as the Littleton Immigrant Integration Initiative, ClinicNet, and The Village for Early Childhood Education; the evolution of our case management process to provide excellence in care for our patients; continued integration of medical and mental health care; and our collaborations with the medical service providers in our surrounding community.

In the year ahead, the board, staff and volunteers at Doctor Care will continue on our path to teach patients to use health care responsibly, initiate discussions in our community, and remain accountable and efficient in our use of the resources available.

THANK YOU.

Bebe Kleinman, MNM
Executive Director
Financial Highlights

Public Support
Contributions $29,108
Grants 506,424
Government funding 105,055

Revenue
Program service fees $347,309
Interest 79,443
In-kind 412,277
Other revenue 925
Total Revenue $1,480,541

Expenses
Program service $1,073,345
Management & general administration 51,676
Fundraising 42,257
Total Expenses $1,167,278

Provider Contributions • 2006
Hospitals: $2,842,347
Swedish Medical Center
Porter Adventist Hospital
Littleton Adventist Hospital
Pharmacies 218,111
Physicians 420,958
Total Provider Contributions $3,481,416

For a copy of the complete audit and 990, please contact Doctors Care at (303) 730-1313.

Making Health Care a Priority

All of our efforts ARE working. Together with our medical partners, we provide affordable and accessible medical care to people in our community.

“You are really making a difference in your patients’ lives,” wrote one Doctors Care patient recently in a letter about our integrated medical and mental health care program.

With this care, the uninsured and underinsured can return to work, support their family, prevent further illnesses, and be an asset to our society.

Imagine what more we can accomplish when we all take action.

Get involved today!

• Talk it up
• Stimulate discussion
• Volunteer your time

Call (303) 730-1313 to engage in further discussion about the difference you can make personally.

<table>
<thead>
<tr>
<th>Board Members</th>
<th>Staff Members</th>
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<tbody>
<tr>
<td>Gary VanderArk, MD • President University of CO Health Sciences Center Department of Neurosurgery</td>
<td>Bebe Kleinman, MNM Executive Director</td>
</tr>
<tr>
<td>Stephen Conner, MD • Vice President Pediatrician</td>
<td>Bianca Muñoz Medical Assistant</td>
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<tr>
<td>Kathryn Ashenfelter, CFO • Treasurer Swedish Medical Center</td>
<td>Donna Nelligan, PA-C Physician Assistant/Clinic Director</td>
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<tr>
<td>Jim Boyle, CEO Porter Adventist Hospital</td>
<td>Ali Ayres, MBA Community Relations Director</td>
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<td>Ellen Burkett, MD Arapahoe-Douglas-Elbert Medical Society</td>
<td>Shannon Cardellina *2/06 Communications Manager</td>
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<tr>
<td>Andrea Chase Arapahoe-Douglas-Elbert Medical Society</td>
<td>Deborah Chapman, PA-C Physician Assistant/Clinic Director</td>
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<tr>
<td>Dean Coddington McManis Consulting</td>
<td>Erica Enriquez Medical Assistant</td>
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<tr>
<td>Anne Cox, JD COPIC Companies</td>
<td>Jessica Garcia *8/06 File Clerk</td>
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<tr>
<td>David Crane, CEO **6/06 Littleton Adventist Hospital</td>
<td>Kayla Garcia *2/06 File Clerk</td>
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<td>Mary Hewett Community Volunteer</td>
<td>Jeff Gayle *1/06 Information Technology Manager</td>
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<td>D. Larry Hubbard, MD *5/06 Arapahoe-Douglas-Elbert Medical Society</td>
<td>Bernadette Loya Office Administration/ Eligibility Counselor</td>
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<tr>
<td>Mary Newell, RPh King Soopers Pharmacy</td>
<td>Shirley Lucero Receptionist</td>
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<tr>
<td>Richard Schaler, MD Lone Tree Facial Plastic &amp; Cosmetic Surgery</td>
<td>*Start date</td>
</tr>
<tr>
<td>Kenton Voorhees, MD University of CO Health Sciences Center Department of Family Medicine</td>
<td>**End date</td>
</tr>
<tr>
<td>Mary White, CEO Swedish Medical Center</td>
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**Case Management and Customer Service**

As health costs increase, patient accountability and allocation of limited resources are imperative for Doctors Care. Case management allows for the development of an individual health plan for each patient which promotes a positive outcome, improves quality, and manages escalating costs. Beginning in 2006, program staff began to assign a specific hospital to patients for their care to better achieve a balance of costs between our HealthONE and Centura Health hospital partners.

In addition, monthly medication costs, no-shows for appointments, emergency room visits, and medical and financial noncompliance were closely monitored to make sure we are being accountable and efficient with the donations provided by our community’s medical providers. By year end, Doctors Care assembled a team of volunteer physicians and staff to assess the more difficult cases, streamline the program, develop consistent protocols and procedures, and continue to integrate mental health services and medical care for the underserved.

**Medical Provider Community**

More than 500 physicians, physician assistants and nurse practitioners participate in the Doctors Care program and accept patients on the sliding-fee scale based on ability to pay. Recruiting new providers and building relationships with those already active with Doctors Care remains a priority as the number of uninsured in our community continues to rise. Staff spends time educating physicians about our program as a proactive way to provide care for this population while simultaneously teaching the uninsured how to use health care responsibly, utilize the emergency room only for life- or limb-threatening concerns, develop relationships with their caregivers, and more.

**Volunteerism**

An essential resource, volunteers help with staffing and carrying out the daily tasks and special projects of the organization. Last year, more than 65 in-house volunteers contributed 5,200 hours of time, talent and expertise to Doctors Care. In addition to clinic and administrative support, an organized volunteer activity included the Starbucks ‘Make Your Mark’ project.

**Starbucks ‘Make Your Mark’ Project**

Eighteen Starbucks employees, friends and customers planted flowers, touched up existing wall murals in the exam rooms, and completely made over two additional rooms. Starbucks employees said they are grateful for the health care benefits their employer offers and wanted to help make affordable care accessible to their less fortunate neighbors. Their efforts amounted to more than 150 volunteer hours and $1,000 donation from the Starbucks Coffee Company to Doctors Care.

**Philanthropic Five-Year-Old**

When asked about their birthday, most five-year-olds can rattle off a list of ‘must haves’ like Power Rangers, dinosaurs and superheroes. That is not the case with Carver Gray. Instead of requesting the latest toys or games, his wish in 2006 was to help others in need. Carver loves to visit his doctors and wanted to make sure other kids like him also have somewhere to go when they’re sick. He asked his friends and family to donate to Doctors Care as an alternative to birthday gifts this year. Carver’s generosity is an inspiration.

**Endowment Campaign**

By creating long-term sustainability, an endowment assures that a nonprofit’s service to the community will continue. Doctors Care was selected by the LMC Community Foundation to participate in a two-year challenge. Between April 2006 and March 2008, the foundation matches 50 cents for every $1 contributed to Doctors Care’s endowment to strengthen the organization’s stability and viability. In addition, Doctors Care was selected to participate in GivingFirst, a database of local nonprofits managed by the LMC Community Foundation. GivingFirst is an online giving tool designed to simplify philanthropy for a tech-savvy generation by organizing information about multiple nonprofits in one location.

**Information Technology**

The technological needs of Doctors Care became a priority and will continue to be addressed in the year ahead. More specifically, staff is focused on replacing practice management software, considering electronic medical records, and incorporating a volunteer and donor database. These items will improve operational efficiency, increase accuracy, provide more detailed data and reports, improve internal teamwork, address a shortage of physical space for files, and also increase the ability of Doctors Care data to interface and cross reference with each other.

**Awards**

The American Medical Association Foundation recognizes the contributions of exemplary physicians who work in underserved areas. In 2006, the foundation named Gary VanderArk, MD as one of the four national recipients of the Pride in the Profession Award. “His vision and perseverance have unquestionably changed the lives of many people who will never know him, but who will live a better quality of life thanks to the health care they received through a channel he opened,” said Bebe Kleinman, executive director of Doctors Care.
Executive Director Bebe Kleinman received the Public Health Hero of the Year Award from Tri-County Health Department for her extraordinary efforts to provide health care to the medically underserved. Tri-County’s mission is to protect, promote and improve the health, environment and quality of life for the residents of Adams, Arapahoe and Douglas counties.

Doctors Care Community Relations Director Ali Ayres was presented with the Nonprofit Award and the Gold Pick Award from the Public Relations Society of America for successful implementation of a marketing communications plan to recruit new providers and build relationships.

Community Shares of Colorado presented Doctors Care with the January Member Agency of the Month Award for its outstanding support. Community Shares provides funding, raises awareness, and marshals resources for a membership of 115 nonprofits, including Doctors Care.

**New Web Site**

Doctors Care launched a new and improved website at www.drscare.org. Goals of the new site included increased operational efficiency and quality, revenue potential, number of patients identifying the availability of our services, number of partners, education about issues affecting the uninsured, and overall communication. Features include rotating success stories, patient information in Spanish, photo galleries, hot topics and an easy-to-find donation link. The site’s design is easily navigable so visitors can quickly find the information they are seeking.

**Team Development**

The Doctors Care staff embarked on an exciting, team-building journey to identify its values and strengths and apply them toward assuring the organization is living its mission. First, the staff divided into teams to discuss these items before joining together as a larger group to create a team charter. In decision making and communicating, the staff committed to employ integrity, trust, respect, compassion and positivity. In addition, the team’s strengths of responsibility, adaptability and inclusiveness combined with individual strengths are applied in achieving each person’s unique function within the organization.

**Doctors Care Clinic Patients**

The Doctors Care Clinic (located at 191 East Orchard Road) serves patients from newborn to 30 years of age who are uninsured or on Medicaid, Child Health Plan Plus, or the Doctors Care sliding-fee scale program. Patients over 30 who are uninsured, low-income residents of Arapahoe (excluding Aurora), Douglas or Elbert counties may qualify for the Doctors Care program in which they are assigned within our network of more than 500 participating volunteer providers who see patients at their offices. In 2006, Doctors Care provided primary and specialty care to more than 4,000 patients, which included 3,000 children and young adults at the Doctors Care Clinic and 1,000 patients over the age of 30 received case management services or were seen at the offices of medical providers in the community who accept Doctors Care patients.

**Alixandrea**

Newborn Alixandrea was diagnosed with jaundice in the hospital. Worried sick, mother Andrea didn’t feel like she received a clear explanation of why her baby’s skin was yellow. At her recent visit to Doctors Care, the medical providers explained about jaundice and that breastfeeding can sometimes prolong the condition. However, with no other risk factors, she needn’t worry. Doctors Care kept a close eye on nine-day-old Alixandrea to monitor her bilirubin level and assess risk factors.

Plus, Andrea was thrilled that her daughter didn’t have to get her heel pricked again to test the bilirubin level. With Doctors Care’s Bilichek unit, the medical assistant screened Alixandrea’s bilirubin by shining a specialized light on the patient’s skin. The unit does not require a blood sample and it provides immediate results for a timely and efficient diagnosis.

Andrea continues to bring Alixandrea to Doctors Care for her check-ups, physicals and shots.

**Shane**

Karen was awake all night with young Shane’s 104 degree fever. With no insurance, Karen didn’t want to take him to the emergency room and incur a tremendous bill. The next morning, the Jefferson County Health Department referred her to Doctors Care. She was surprised to get an appointment not only on the same day, but within an hour!

The Doctors Care provider assessed Shane’s illness and diagnosed him with croup, a viral bug. Karen was given thorough instructions to treat her son with steroids, plenty of fluids and a humidifier.

Today, Karen continues to bring Shane to Doctors Care for his well-care visits.

**Liam**

Liam’s family recently moved to Parker from Montana. Dad’s new job had a 60-day waiting period before the health insurance kicked in. During this time, Liam became severely ill. His mom took him to a local hospital where, $400 later, he was diagnosed with a double ear infection and a sinus infection.

The next day, Tri-County Health Department referred them to Doctors Care for his follow-up care. According to Liam’s mom, the high level of professionalism, caring staff, and convenient location make Doctors Care a great place for them to receive affordable, high-quality care until their family’s health insurance takes effect.
Robert Muckle, MD
Terrence Murphy, MD
Gerald Myers, DC
Khaleah Myers, MD
Steve Nadler, MD
Keith Naftulin, MD
Anne Nagashima, MD
Santosh Nandi, MD
Arthur Nash Jr, MD
Alida Near, MD
Wendy Nekritz, MD
Denise Norton, MD
Charles Nutting, DO
Jeremy Nussbaumer, MD
Kevin O’Brien, MD
Eugene O’Neill, MD
Robert Oakley, MD
Richard Obregon, MD
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Nathan Olsen, MD
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Srikanth Sundaram, MD
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Jerome Sutherland, MD
Kenneth Swank, MD
David Taryle, MD
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David Trevarthen, MD
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Michael Volz, MD
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Jyl Voss, MD
Elaine Wagner, MD
Clark Walker, MD
David Wallack, MD
Julian Wallner, MD
Samuel Wang, MD
Mary Warner, MD
Cindy Warren, MD
David Watson, MD
Gordon Webb, MD
Eric Weinstein, MD
G. Gray Wells, MD
Allan Wicks, MD
Richard Wilson, MD
Bradford Winslow, MD
Paul Wolpert, MD
John Woodward Jr., MD
Steve Wright, MD
Wayne Yakes, MD
Dominic Yee, MD
A. John Yazdi, MD
Melissa Zart, MD
Stan Zborovski, MD
Paul Zelenkov, MD
Paul Zwiebel, MD

Thank You

Physician Assistants
Dave Carpenter, PA
Jodi Frangiamore, PA
Patricia Freeman, PA
Jan Gold, PA
Virginia Hinds, PA

Nurse Practitioners
Paula Armstrong, NP
Michael Corcoran, NP
Ladean Cross, NP
Kristyn Everett, NP
Barbara Ferris, NP
Julie Garside, NP
Rickie Guida, NP
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Patricia Kennedy, CNP
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Kathi Matson, NP
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Cindy Zipp, NP
Other Participants

Advanced Audiology Associates
All Colorado Podiatry Group
Allergy and Asthma Care and Prevention Center
Allergy Asthma of CO
Allied Foot & Ankle Clinics of CO
Alpine Women’s Healthcare
ApoDermatology
Arapahoe Chiropractic/Acupuncture
Arapahoe Gastroenterology
Arapahoe Internal Medicine
Associates in Eyecare, PC
Associates of Otolaryngology
Blue Sky Neurology
Carepoint, PC
Castle Rock Family Physicians
Centrum Surgical Center
Clinical Laboratories of Colorado
CO Allergy and Asthma Centers
CO Cardiovascular Surgical Assoc.
CO Colorectal Screening Program
CO Comprehensive Spine Institute
CO Heart Clinic
CO Hematology - Oncology
CO Infectious Disease Associates
CO Neurology
CO Orthopedic Consultants
CO Pathology Consultants
CO Urology Associates
Conceptions
Corneal Consultants of Colorado
Denver Cardiology Associates
Denver Ear Associates
Denver Oncology
Denver Spine Center and Rehabilitation
Dermatology/Laser Institute of CO
East West Health Care
Endocrinology Associates

Englewood Family Physicians
Family Care Southwest
Family Medicine at Clement Park
Family Medicine Bellevue Square Shopping Center
Family Medicine Clinic
Family Physicians at Highlands Ranch
Founders Family Medical Center
Front Range Surgical Services
Geraghty Family Medicine
Glucoma Consultants of Colorado
Gynecologic Oncology of Denver
Hamptden Medical Group
Hand Surgery Associates
Harvard Park Family & Adult Medicine
Harvard Park Internal Medicine
Higher Care
Internal Medicine Southwest
INVISION
Integrated Ear, Nose & Throat
Lakeview Family Medicine
Littleton Adventist Hospital
Littleton Adventist Hospital Apothecare
Littleton EKG
Littleton Internal Medicine Associates
Littleton OB-GYN Associates
Littleton Orthopedic Associates
Lone Tree Facial Plastic and Cosmetic Surgery Center
Lone Tree Family Medicine
Lone Tree Surgical Associates
Mile High Orthopaedic Group
Mountain Vista Women’s Care
OB-GYN Anesthesia, PC
OB-GYN Center, PC
Obstetrix Medical Group
Orthopedic Physicians of CO
Otolaryngology Head and Neck Surgery Practice of Colorado
Paradigm Care

Pathology Associates
Pediatrix Medical Group
Piñon Family Practice
Plum Creek Medical
Porter Adventist Hospital
Porter Adventist Hospital Apothecare
Porter EKG
Radiology Imaging Associates
Ranchview Family Medicine
RidgeGate OB/GYN at Sky Ridge
Rocky Mtn Cancer Centers
Rocky Mtn Ear Center, PC
Rocky Mtn Gynecologic Oncology
Rocky Mtn Neurosurgical Alliance
Rocky Mtn Pediatric Gastroenterology
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S. Denver Cardiology Assoc., PC
S. Denver Gastroenterology
S. Denver Infectious Disease Assoc.
S. Denver Nephrology Associates
S. Denver Pulmonary Associates, PC
South Park Internal Medicine
Southwest Family Medicine, PC
Surg One, PC
Swedish EKG
Swedish Family Medicine Center
Swedish Medical Center
Swedish Professional Pharmacy
Swedish Rehabilitation Center
The ENT Center
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University Park Hematology/Oncology
Western Cardiology Associates
Western Surgical Care, PC
Whole Woman, PC
Zwiebel Center for Cosmetic Surgery

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Arapahoe County
Caring for Colorado Foundation
Chatfield Sertoma
City of Englewood
City of Greenwood Village
City of Littleton
Colorado Business Bank
Colorado Health Foundation
Colorado Health Foundation Matching Gift Program
Columbine Sertoma
Community Development Block Grant
Community Shares of Colorado
COPIC Matching Gift Program
COPIC Medical Foundation
The Denver Foundation

Dry Creek Sertoma
John G. Duncan Charitable Trust
Foltmer Drug, Inc.
The Virginia Hill Foundation
A.V. Hunter Trust, Inc.
Helen K. & Arthur E. Johnson Foundation
The Kenneth Kendall King Foundation
King Soopers, Inc.
Littleton Adventist Hospital
Littleton Kiwanis Foundation
Littleton Sertoma
LMC Community Foundation
J.F. Maddox Foundation
Philip S. Miller Charitable Trust, Douglas County
PacificCare Foundation
Pharmacy representatives
Helen M. McLoraine Pioneer Fund
Platte Canyon Sertoma Club

Porter Adventist Hospital
Primary Care Funds
Reach Out and Read
Rocky Mountain Adventist Employee Giving Campaign
Rocky Mountain Adventist Healthcare Foundation
Rose Community Foundation
St. Andrew United Methodist Church
Sertoma International
Starbucks ‘Make Your Mark’ Volunteer Program
Swedish Medical Center Auxiliary
Swedish Medical Center
Tri-County Health Department
Robert R. McCormick Tribune Foundation/Post-News Season to Share
USW Local 920, Chain Staff Pharmacists
Melvin & Elaine Wolf Foundation

We apologize if anyone’s name has been overlooked inside this publication. Please contact us at (303) 730-1313 so that you will be included in future materials.
Up and Coming

20th Anniversary
February 14, 2008 marks the 20-year anniversary of Doctors Care! By opening its door on Valentine’s Day, the organization opened its heart to the uninsured in its surrounding communities desperate for medical care. In 2007, Doctors Care staff and volunteers will gear up plans for an event to celebrate those who enable the organizational mission of providing accessible, high-quality, affordable medical services.

Capital Expansion
In 2007, Doctors Care will accommodate the pressure of a growing uninsured population by making changes and expanding its physical space to allow for more staff and more patients. In 2007, the administrative and program staff will move to another floor which will allow for new exam rooms to be configured and space for 5,000 additional patients. Other infrastructure changes to keep up with the demand will include recruiting additional medical providers and support staff to make more appointments available and better data management of all internal records.