“Now is the time to be part of something bigger.”
Executive Director’s Report

There is no better time for Doctors Care to embrace the message of hopefulness and extend it to our patients and stakeholders. Due to the generosity of hospital, physician, donor and volunteer partners, we have woven together a network of care that demonstrates the power of a united community in the face of complex problems.

While over the last year we have strengthened partnerships and expanded our capacity to care for the medically underserved, we are positioning ourselves to respond to the growing needs in the community. Nearly 18 percent of Coloradans are uninsured and an equal number are underinsured. An alarming 180,000 children lack coverage.

According to a report by The Colorado Health Foundation, with each percentage point increase in the state’s unemployment rate, 16,000 people lose coverage. Because people without health insurance are less likely to receive necessary treatments, medications, or preventive care, Colorado’s growing underserved population is also declining in health.

Doctors Care stands up as an intervention point to break this troubling cycle. In 2008, we proudly served as the medical home for more than 5,300 patients, giving them access to primary, specialty and mental health care. Since its founding 20 years ago, Doctors Care has provided or coordinated medical care for nearly 20,000 people and leveraged more than $40 million in donated care. Through our volunteer network of physicians, patients are absorbed into a cost-effective, community-based health care solution.

What can you do right now?
The next time you visit your physicians, thank them for their work. Ask them how they are serving the uninsured and what they believe are next steps in solving the health care crisis. Educate yourself on the struggles of the uninsured and stay informed on current state and federal health care legislation. Engage your friends and coworkers; keep the conversation moving forward. Let’s challenge ourselves to strive toward a solution that is inclusive of all people, not just those who can afford it.

I hope that the Doctors Care model, representing 20 years of success, will demonstrate to other communities the power of collaboration to promote real change. I hope to hear everyone talking about the need for reform in our health care system. I hope for the strength, endurance and health of our community. I hope that you reach out to your friends, your neighbors and Doctors Care. As we work together, we have the power to heal.

Thank you.

Bebe Kleinman, MNM
Executive Director

President’s Report

After 20 years, I didn’t think it could get any better. But it did!

We started the year with a spectacular party for our 20th Anniversary. Then we provided more than $6.3 million of donated care. We have a record number of physicians and mid-levels. We had more than 7,100 visits at our clinic. We took in an additional 1,600 new patients. But the best part is that an overwhelming percentage of our patients felt that they received the best medical care in Colorado.

You are wonderful!
I have great confidence in this organization. It is more important than ever to understand how each staff member, board member, and volunteer fits into our strategic objectives and to acknowledge the value that each person brings to our team. We must reassure our patients that Doctors Care will be here to meet their current and long-term medical needs. We must also continue fostering our relationships with physician assistants, nurse practitioners and medical residency programs as well as volunteers of all ages. Issues related to the uninsured must remain relevant and important to Denver’s future leaders.

These activities are already in line with the organization’s values and strategic plans. The impact of current economic hardships will diminish over time, but by leveraging the motivation and passion of those who remain committed to us now, the Doctors Care mission will remain strong in our community.

So my message to you for the 20th consecutive time is THANK YOU. Thank you to our generous physicians and mid-levels. Thank you to our outstanding hospitals. Thank you to our fantastic staff. Thank you to our energetic volunteers. Thank you to the foundations that support our efforts. Thank you to all who make Doctors Care possible.

WE CAN! WE MUST! WE WILL!

Gary VanderArk, MD
Board President

The board and staff wish to congratulate Bebe on an amazing ten years of leading the organization.
### Financial Highlights

**Public Support**
- Contributions: $37,561
- Grants: $542,578
- Government funding: $137,983
- Special events: $89,396

**Revenue**
- Program service fees: $469,660
- In-kind: $417,201
- Other revenue: $7,164

**TOTAL REVENUE**: $1,701,543

**Expenses**
- Program services: $1,483,140
- Supporting services:
  - Management & general administration: $56,306
  - Fundraising: $78,824

**TOTAL EXPENSES**: $1,618,270

**Change in net assets from operations**: $83,273
**Investment income**: -$298,474

**TOTAL CHANGE IN NET ASSETS**: ($215,201)

**Provider Contributions – 2008**
- Hospitals: $5,687,540
- Swedish Medical Center
- Porter Adventist Hospital
- Littleton Adventist Hospital
- Sky Ridge Medical Center
- Parker Adventist Hospital
- Pharmacies: $162,874
- Physicians: $496,085

**TOTAL PROVIDER CONTRIBUTIONS**: $6,346,499

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

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### Board Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Institution</th>
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<tbody>
<tr>
<td>Gary VanderArk, MD</td>
<td>President</td>
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<tr>
<td>University of CO Health Sciences Center Department of Neurosurgery</td>
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<tr>
<td>Stephen Conner, MD</td>
<td>Vice President/Pediatrician</td>
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<tr>
<td>Kathryn Ashenfelter, CFO</td>
<td>Treasurer</td>
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<td>Swedish Medical Center</td>
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<tr>
<td>Brad Winslow, MD</td>
<td>Medical Director</td>
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<td>Swedish Family Medicine Center</td>
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<td>Ken Bacon, CEO</td>
<td>CEO</td>
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<td>Littleton Adventist Hospital</td>
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<td>Kenneth Blake, MD</td>
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<td>Porter Adventist Hospital</td>
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<td>Jim Boyle, CEO</td>
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### Staff Members

- **Bebe Kleinman, MNM**, Executive Director
- **Ali Ayres, MBA**, Deputy Director
- **Margaret Beltran**, Receptionist
- **Kristen Bjorklund**, Medical Assistant
- **Krista Blew, PA-C**, Physician Assistant
- **Shannon Cardelliha**, Development Director
- **Deborah Chapman, PA-C**, Physician Assistant/Clinic Director
- **Sonia Cobos**, Medical Assistant
- **Sue Covington, PA-C**, Physician Assistant/Clinic Director
- **Jeff Gayle**, Information Technology Manager
- **Jen Grinspoon, PA-C**, Psychiatric Physician Assistant
- **Michelle Hartman, MA**, Program Director
- **Natalie Hill**, Marketing Intern
- **Tasha Kell**, Program & Volunteer Manager
- **Bianca Muñoz**, Medical Assistant
- **Katie Spong Lozano, MD**, Radiology Imaging Associates
- **Swedish-Douglas-Elbert Medical Society**
- **Mary Newell, RPh**, King Soopers Pharmacy
- **Craig Sammons, CFO**, Sky Ridge Medical Center
- **Richard Schaler, MD**, Lone Tree Facial Plastic & Cosmetic Surgery
- **Kenton Voorhees, MD**, University of Colorado Health Sciences Center Department of Family Medicine
- **Mary White, CEO**, Swedish Medical Center

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**2009 STAFF ADDITIONS:**
- **Katrina Koclanes**, Program & Clinic Assistant

*Start date **End date
The Doctors Care Clinic
Staff and volunteers at the Doctors Care Clinic provide health care for the medically underserved from newborn to 30 years of age. Patients are uninsured or on Medicaid, Child Health Plan Plus or the Doctors Care sliding-fee scale program.

In 2008, clinic providers cared for 2,000 people – half of whom visited Doctors Care for their first time. More than 7,100 office visits were performed – a 15 percent increase from the year before. The organization also offered its first-ever flu clinics in the fall, vaccinating 232 patients against the virus.

New Items
Patients experience firsthand the generosity of donors. Last year, donated toys and books continued to provide hope to young clinic visitors. In addition, McKesson Foundation and The Melvin and Elaine Wolf Foundation purchased new equipment for the clinic.

Registries
A new partnership between Doctors Care and the Colorado Clinical Guidelines Collaborative led to implementation of a registry to provide comprehensive care to asthma patients by monitoring their environment and tracking health outcomes. The staff also continued the use of a statewide registry to improve immunization rates and electronic information sharing.

Reach Out and Read®
Doctors Care’s participation in this program promotes early literacy. Volunteer pediatrician Nancy Mitchell, MD ensures that every child seen in the clinic receives a book and that parents are advised about the importance of reading aloud to their children.

Doctors Care Sliding-Fee Scale Program
Program staff and volunteers meet with qualifying patients to determine the rate of fee reduction for medical services. The number of new patients enrolled in the program tripled last year, providing quality, affordable health care access to more than 800 individuals.

“Healthy Living”
This new project’s goal is to navigate underserved families to community resources such as housing and food assistance, dental care, employment, stress management, prescription assistance programs, financial counseling and more. These services guide patients in building better, healthier lives.

Early Detection of Substance Abuse
A questionnaire designed by the Colorado Clinical Guidelines Collaborative to detect alcohol and substance use helps Doctors Care’s program staff screen, briefly intervene, and refer to treatment. Research shows that even one interaction by a health professional makes a positive difference in changing a person’s pattern of misuse.

A Network of Volunteer Physicians and Hospitals
Sliding-fee scale program patients over 30 years old are assigned to the organization’s partner physicians and hospitals. In 2008, more than 600 physicians representing 175 practices and 62 specialties volunteered their time and medical expertise to care for Doctors Care patients.

Sky Ridge Medical Center and Parker Adventist Hospital confirmed their position alongside Swedish Medical Center, Porter Adventist Hospital and Littleton Adventist Hospital as partners. In addition, their laboratories and pharmacies committed to honor the deep discounts on the comprehensive care for which Doctors Care is known in the community.
Collectively, the network of providers donated $6.3 million in much-needed medical care last year. And, even more importantly, they inspired others to work toward improving health care access.

**Mental Health Services**

To best serve patients, Doctors Care remains committed to delivery of care which integrates mental health. A staff mental health provider works closely with the medical staff to offer medication maintenance, counseling and treatment referrals. More than 400 in-house mental health visits were given in 2008.

**Technological Advances**

Doctors Care received grant funding from The Colorado Health Foundation to identify technological solutions that support the mission of caring for patients in the Doctors Care Clinic as well as facilitate coordination of care for patients seen by community providers.

In the fall, a consultant evaluated clinic workflow, needs, talent, and administrative data to build the organization’s readiness for new practice management software and an eventual conversion to electronic medical records.

The results produced a strategic plan which will pave the path toward successful implementation of health information technology and increased standardization of care for patients.

**Resource Development**

A survey of the organization’s donors confirmed the need for an internal focus on strengthening and broadening the support base through relationship building, tailored communications and use of technology. More than 30 funders, 400 individual donors, and an evolving Development Plan helped keep Doctors Care financially efficient, effective, and diversified in 2008.

Doctors Care met Community First Foundation’s $200,000 endowment challenge and received a $100,000 match to secure long-term sustainability of its programs. In addition, the foundation’s online giving tool, which absorbs credit card fees and simplifies e-philanthropy, generated $5,000 in individual contributions toward patient care last year. To make 100 percent of your donation count, visit www.GivingFirst.org/drscare.

**Volunteerism**

Community volunteers are integral to affordable service delivery. The time and services contributed by volunteer medical staff paired with in-kind donations of supplies and equipment allowed Doctors Care to leverage $6 worth of services for every $1 raised in 2008.

**Highlights:**

- more than 100 administrative and clinical volunteers logged 3,600 hours of lending their skills to the organization
- six physicians together donated nearly 40 hours a week to the Doctors Care Clinic
- medical students contributed an additional 40 volunteer hours a week in patient care
- The Denver Newspaper Agency ACTS volunteers painted the inside of Doctors Care as a community service project
- patients were recipients of handmade hats, sweaters, scarves and quilts organized by Volunteers of America’s Project Warmth

**20th Anniversary Celebration**

On February 14, 1988, Gary VanderArk, MD and a group of physicians with the Arapahoe Medical Society symbolically opened Doctors Care’s doors as a loving gesture to an uninsured population with medical needs.

In February 2008, more than 400 individuals and sponsors attended the 20th Anniversary Gala at The Wildlife Experience in Parker. The board of directors recognized 20 individuals who have been instrumental to the organization’s past, present and future. The celebration of this milestone also served as a successful fundraising event, attracted positive public relations and cultivated new community relationships.

**Community Involvement**

Providing access to health care for Colorado’s most vulnerable population is a team effort. Doctors Care’s collaborations with other agencies help to address the broad spectrum of patients’ health needs. The partnerships also provide Doctors Care with an increased community presence and greater awareness of the issues faced by the uninsured.
Partner Highlight

Doctors Care continues its partnership with the Littleton Immigrant Integration Initiative to host cultural competency trainings for community medical providers. These educational opportunities encourage medical staff to be more inclusive, remain more aware of health disparities, and provide culturally-appropriate care to all patients.

Kids in Need of Dentistry

In 2008, Doctors Care developed an innovative partnership with Kids in Need of Dentistry (KIND) to bring quality, affordable dental care to underserved children. By hosting the Miles for Smiles mobile dental van, integrated medical and dental care was provided to 180 clinic patients last year. Doctors Care was also the recipient of the “Expressions of KINDness” award for its commitment to dental care.

Additional community partners include Arapahoe-Douglas-Elbert Medical Society, ClinicNET, Tri-County Health Department, The Village Preschool, Nurse-Family Partnership, and South Metro Health Alliance.

Radiology Imaging Associates/INVISION

Active participants in our partner hospitals and in their free-standing clinics, Radiology Imaging Associates (RIA)/INVISION is an integral part of the quality care that Doctors Care patients receive.

The breadth of RIA/INVISION’s support is far-reaching:

- INVISION Sally Jobe in Littleton is open to Doctors Care patients for same-day and lower cost MRI and CT scans.
- Radiologist Katie Spong Lozano, MD serves on the Doctors Care board of directors and will represent the physician community through her role as the 2009 Arapahoe-Douglas-Elbert Medical Society president.
- RIA/INVISION providers and staff made financial donations to Doctors Care through corporate and employee donations.
- The organization served as a prominent corporate sponsor of Doctors Care’s 20th Anniversary Gala.

In 2008, nearly 400 patients were served by RIA/INVISION, and almost $250,000 in care was generously donated.

“Community service and participating in helping the uninsured and underinsured is an important part of our corporate citizenship. We look forward to continuing our partnership with Doctors Care,” said Stacy Block, RIA/INVISION’s Director of Marketing.

Patient Stories

Gana

“Parely sick, physically active and working two jobs to pay for his first year in graduate school, Gana Sukhmyagmar never feared serious illness, and, consequently, didn’t have health insurance. But when a routine dental checkup revealed a tumor growing inside his mouth, he found himself facing surgery and hundreds of thousands of dollars in medical expenses,” wrote The Denver Post reporter Sheba R. Wheeler.

Dr. Hepworth, a Doctors Care volunteer network provider for three years, provided the urgent, affordable and quality care that Gana needed. According to Gana, “Dr. Hepworth told me, ‘Your health is number one; don’t worry about money issues. All you have to be is in a good mood.’ These words took away my fears.”

“The tumor was not cancerous, but it was preventing Gana from swallowing and soon it would hinder his ability to breathe. Removing the growth took a 12-hour operation by Edward Hepworth, MD, Associates of Otolaryngology, followed by numerous reconstructive surgeries,” wrote Wheeler.

“Now, when I look back in time, I feel that I left all my fears behind and the future is shining bright at me. With the help and prayers from many people, I am able to live now,” Gana added.

Nicholas

Nicholas, 29 years old, was referred to the Doctors Care program by Stephen Barnes, MD from Parker Adventist Hospital who saw him for hernia pain. Dr. Barnes warned Nicholas that, because he was uninsured, his bill for both the necessary surgery and the anesthesia would be very high; however, he participated with a program called Doctors Care that could help him with the expenses.

An employed electrician, Nicholas was surprised to find himself in a position to need help paying his bills. Luckily, Dr. Barnes performed the hernia surgery while Doctors Care staff hurried to enroll him onto the program. Because he is under 30, Nicholas is also seen in the Doctors Care Clinic for his follow-up care and general health needs. Nicholas loves that Doctors Care is around to help him make ends meet during a difficult time in his life. Nicholas currently stays with family as he tries to keep up with bills while being a single dad for his two young children. He is grateful that he can bring his children to the clinic if they need care and has also referred his low-income, uninsured neighbor undergoing dialysis to the Doctors Care program.

Nicholas is proud that he will be enrolling in private health insurance in a few months and will not need to renew his Doctors Care card. Though his new insurance will not cover everything that he needs, he knows being insured is the responsible thing to do. Nicholas expressed gratitude that there are programs like Doctors Care, so generously supported and funded by community members, filling the gap in our health care system.
"It's not just about business, it's about community."
Doctors Care tested.

People's lives are touched every day by what Doctors Care does.
“Doctors Care continues to have a large impact in the community.”
David and Deborah Porter
Gerald and Carol Poticha
Bernard and Paula Powers
Dean Prina
Fredrick and Gale Probst
Raccoon Creek Golf Course
Radiology Imaging Associates, P.C.
Reach Out and Read
Peter and Florence Ricci
Michael Rieger
John Riley, III
Deanne Rivera
John and Linda Roberts
Rocky Mountain Pediatric Gastroenterology PC
Romano’s Italian Restaurant
John and Kathleen Schwappach
Lynn Schunker
John and Mary Schuchman
Charles and Mary Seibert
Jeanne Seibert
Sertoma International
Bethany Sewell
Trisha Shepard
Robert and Carol Sibulius
Silk Images
Silver & Stones, Inc.
Michael and Laurie Sinclair
SkyVenture Colorado, LLC
Slattery’s Irish Pub
John and Marriott Smart
Edwin Smith
Robert and Polly Snow
SouthPark Internal Medicine
Thomas Spall
Judy Spiller
Chad and Alisa Spilman
Richard and Pris Spong
St. Andrew United Methodist Church
John and Pamela Stallworth
Heathar Stears
Richard and Michele Steckel
Kasiel and Joyce Steinhardt
Bob and Linda Stratton
Studio 52, Inc.
The Studio Unique Fitness
Richard and Jean Watt
Gilbert and Barbara Weiskopf

Volunteers

Maggi Anderson
Arapahoe Sertoma members
Kathy Ashenfelter
Ali Ayres
Ken Bacon
Margartia Beltran
Jim Benemann
Sherrye Berger
Adam Berlin
Sara Bickford
Terry Biddinger
Camille Bjorklund
Kristen Bjorklund
Lynne Borer
Pat Boucher
Jack Borland
Paula Borland
Jim Bowby
Jim Boyle
Ann Brackett
Robert Brockmann, MD
Joe Brown
Patti Brown
Marilyn Bunell
Ellen Burket, MD
Shannon Cardellina
Blair Carlson, MD
Deb Chapman
Andrea Chase
Judy Cheido
Dean Coddington
Stephen Conner, MD
Shelley Cooper
Anne Cox, JD
Linda Culberson
The Denver Newspaper Agency
ACTS volunteers
Archana Dongre, MD
Dry Creek Sertoma members
Charleen Dunn
Shelby Duran
Harvey and Mary Schuchman
John and Kathleen Schwappach
See’s Candies
Charles and Mary Seibert
Jeanne Seibert
Sertoma International
Bethany Sewell
Trisha Shepard
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Bob and Linda Stratton
Studio 52, Inc.
The Studio Unique Fitness
Richard and Jean Watt
Gilbert and Barbara Weiskopf

Philip and Carol Sullivan
The Summit Steak House
Nancy Taoka
Tattered Cover Book Store
Betsy Tauer
Ted’s Clothiers
Debra Thomas
Terry Thon and Mary White
John and Susan Thornton
John and Ruth Timberlake
Lori Todd
Tonto Hair Salon
Town Hall Arts Center
Frederick Trask
Trice Jewelers
Tri-County Health Department
The True Me Corporation
Leigh Truitt
Jill Turner
Gary and Phyllis VanderArk
W. Ben Vernon
Nampali and Rekha Vijay
Sandra Vinnik
Kert and Kelly Voorhees
Wachovia Securities, LLC
Sharon Walker
Sandee Walling
Valerie Wassil
Richard and Jean Watt
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Linda Roberts
Tony Romero
Craig Sammons
Darin Sandoval
Richard Schaler, MD
Laura Schley
Karen Schmidt
Joan Schooler
Linda Shimoda Hernandez, NP
Stacy Skeftenes

Tanya Smith
Judy Spiller
Alisa Spilman
Katie Spong Lozano, MD
Colleen Stillwell
Ryan Stillwell
Kristin Stork
Philip Sullivan, MD
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Phyllis VanderArk
Rekha Vijay
Sandra Vinnik
Kent Voorhees, MD
Sandee Walling
WaterStone Community Church volunteers
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Mary White
Sandra Whitmoyer
Sandra Withers
Irene Wieder
Brad Winslow, MD
Jannia Wood
Jolene Woodward
Carol Worth
Mary Margaret Wright
Nancy Wright
Haylee Zydkat

Gerald Wells
Weltshire Inn
Westside Cycling & Fitness
Weyland Enterprises
Elizabeth Whitley
Hayley White
Ronald and Judy White
Thomas White
White Fence Farm Restaurant
Allan and Bonnie Wicks
Albert and Ilene Wieder
The Wildlife Experience
Williams Jewelers
Dr. Philip Wimpee & Associates
Wine Company
Wings Over the Rockies
Jessica Winkleshaff
Brad Winslow
Clara Winter
Jolene Woodward
Linda Woodward
Carol Worth
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Roy Wright
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Jack and Sally Zilis
Jeri Zucherman
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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 you will be included in future materials.