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

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

---

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.
**FINANCIAL HIGHLIGHTS**

*Year ended December 31, 2010*

<table>
<thead>
<tr>
<th>Public Support</th>
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<tr>
<td>Contributions</td>
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<td>Grants</td>
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<td>Government funding</td>
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<td>Special events</td>
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<table>
<thead>
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<th>Revenue</th>
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<tbody>
<tr>
<td>Program service fees</td>
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<tr>
<td>In-kind</td>
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<tr>
<td>Other revenue</td>
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**TOTAL REVENUE** $1,947,601

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<th>Expenses</th>
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</thead>
<tbody>
<tr>
<td>Program services</td>
<td>$1,663,616</td>
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<tr>
<td>Supporting services</td>
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<tr>
<td>Management &amp; general administration</td>
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</tr>
<tr>
<td>Fundraising</td>
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</tbody>
</table>

**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**

<table>
<thead>
<tr>
<th>Hospitals</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Swedish Medical Center</td>
<td>$13,780,030</td>
</tr>
<tr>
<td>Porter Adventist Hospital</td>
<td></td>
</tr>
<tr>
<td>Littleton Adventist Hospital</td>
<td></td>
</tr>
<tr>
<td>Sky Ridge Medical Center</td>
<td></td>
</tr>
<tr>
<td>Parker Adventist Hospital</td>
<td></td>
</tr>
</tbody>
</table>

| 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.*

*“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

**BOARD OF DIRECTORS**

**Officers:**
- Gary VanderArk, MD  
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  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
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.

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.
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.

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**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.
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.

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.
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.
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!
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.

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.
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
“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
“Thank you so much for the rich and welcoming spirit toward nursing students. This is one of the best clinical experiences I’ve had.”

~Cyndy, Regis University nursing student

“The Doctors Care program team put me in contact with the same everyday doctors that people with medical insurance use.”

~Crystal, patient

Network Providers

Ann M Grace MD
Jess A Graham MD
Ann Granadillo MD
Jerry Green DO
Kelly E Greene MD
Riley Greene MD
Oswaldo Grenardo MD
Leon Greos MD
Dennis J Griffin MD
Leonard Griffiths MD
Sean Griggs MD
Andrea Grilli MD
Jen Grinspoon PA-C
Eric Groce DO
Steven M Grover MD
Richard Grzybowski DO
Myles S Guber MD
Michael J Guese MD
Ronald Hattin MD
James J Harrington III MD
Edward Harrington MD
Steve Hoffmann MD
David Hollander MD
Gregory Hollar DO
Jeffrey Hollingsworth MD
Ronald Holmes MD
Kent R Hootman MD
Kasia Hoover PA-C
Nancy W Hooymann MD
Scott Hope MD
James A Hopfenbeck MD
Brian Hopkins MD
Maria L Hopp MD
Orlin Hopper MD
Steve E Horan MD
Kent K Horuchi MD
Daniel W Horne III MD
Peter G Hovland MD
Dan S Hruba MD
Paul Hsieh MD
Elias I Hsu MD
Daniel C Huddle DO
Jonathan Hughes DO
Suzie Hutchinson MD
Igor Huzicka MD
Zaki Ibrahim MD
Bruce Imerman MD
Mario Imola MD
Naveed Ismail MD

Lawrence S Kim MD
Terry Kim MD
John T Kimball MD
Lauren Kingery Tempel MD
Lois Kinney MD
Lillian Klangsmith MD
Jerald W Koepke MD
Eric O Kortz MD
Warren J Kortz MD
Robin J Kovich MD
Mary Kovalak MD
Ira J Kowal MD
Hanna M Kraus MD
Kaylyn Krummen MD
Paul Krummen MD
Robert L Kruise MD
Marcelo Kugelmas MD
Julienne Kurland MD
Sarah A Kurts PA-C
Susan LaBate RD
Rodney L Lamb MD
Kevin Lampert MD
Eve Langston MD
Roman Langston MD
Vona Lantz NP

John Lockrem MD
Darlene Long NP
David C Longcope MD
Michael D Loughner MD
Katie Spong Lozano MD
Kendall L Lubeck MD
James Luehtke MD
Christopher Luscia OT
Jacqueline Luzniak MD
Lee MacDonald MD
Michael Madsen MD
Walter E Madsen MD
Harold Magoun Jr DO
Julie Maher PA-C
Starla Maier-Waloff OT
Eric Malden MD
Jeff S Mallalber PA-C
Adam Manchon MD
Aristides U Maniatis MD
Michael March MD
Sean Markey MD
Shawn Marsh MD
Cynthia L Martin MD
Frank Martorano MD
Richard A Mathe MD
Daniel D Matlock MD
Kathi Matson NP
Robert M Maulitz MD
Robert D Mauro MD
William Maury DO
James C Maxwell MD
Janelle Maxwell MD
Donald J May MD
Leslie Mazur PA-C
Thomas S McCauley MD
Liam D McCarthy MD

ted Kaspar DO
Benjamin E Kassanoff MD
Dimitri A Kaufman MD
Gabriela Kaufman MD
Charles Kay MD
Brian Keech MD
Tony Keefer MD
Jason Kelly MD
Sharon Kelly MD
David C Kelsall MD
Locke Keney MD
Peter T Kennealey MD
Guy Kennedy PA-C
Patricia Kennedy NP
Jessica Kentish MD
Jane M Kercher MD
Marc Kerman MD
Glenna Kersten WHNP
Michael Kessler MD
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Lisa Lindsay FNP
James R Lingle MD
David B Link MD
Alan F Lipkin MD
S Jack Locke MD

Charles McClean MD
Thomas McGeary MD
Michele McGould MD
Cate McGraw NP
Anthony T McKee DC
Nancy S McKenzie MD
Lois McLauchlan MD
Christopher McLaughlin MD
Jess McLaughlin MD
Ronald A McLean MD
Richard T McMahon MD
Michael J McMillan MD
Anna McNab DC
Scott McNab DC
James L McQuaid MD
Randi M McVay MD
Mauricio Mejia MD
Sarah C Mensholt MD
Thomas A Merrick MD
Sara Merril MD
Donald Merrill MD
Jacqueline B Messa MD
James J Meyer MD
Kettle D Meyer PA-C
Nicole Mezo PA-C
Allan Miller MD
David J Miller MD
Michael L Miller DO
Paul K Miller MD
Jesse N Mills MD
Lisa Minné MD
Nancy Mitchell MD
John Mogab MD
Janell Montforton PA-C
Matthew Montgomery MD
Juan D Montoya MD
Justin S Moon MD
Joyce Moore MD
George A Moo-Young MD
Kenneth P Morgan DPM
Timothy W Morgan MD
Gary Morris MD
James Mortinsen MD
Luette S Morton MD
Valerie Morton PA-C
Richard D Mountain MD
Kelly Mowrey NP
Pattie Moxam-Fisher NP
Robert P Muckle MD
Ferdinand J Mueller Jr MD
Terrence P Murphy MD
Stephanie Musselman OT
Keith A Naftulin DPM
Anne Nagashima MD
Santosh S Nandi MD
Sharmilla Lingam Nattamai MD
Sunil Nayak MD
Alida R Near MD
Patricia Neyman MD
Christopher Nichols MD
Matthew Nichols MD
Robert Nichols MD
Rebecca Nielson PA
Christopher Nightengale MD
John Novak PA-C
David Nowick MD
Jeremy Nussbaumer MD

Julie Issacson NP
Kimberly Izcr MD
Lora Jackson NP
Lona Jacob NP
Lynne Jacobson NP
Eric Jamrich MD
James Janik MD
Barbara H Jenkins MD
Geoffrey Jensen MD
C Starck Johnson MD
Cynthia Johnson PT
Kevin K Johnson MD
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Heather Jones PA-C
Jayne Jones CNM
Maryllyn J Jones MD
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Dan S Hruba MD
Paul Hsieh MD
Elias I Hsu MD
Daniel C Huddle DO
Jonathan Hughes DO
Suzie Hutchinson MD
Igor Huzicka MD
Zaki Ibrahim MD
Bruce Imerman MD
Mario Imola MD
Naveed Ismail MD

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Terry Kim MD
John T Kimball MD
Lauren Kingery Tempel MD
Lois Kinney MD
Lillian Klangsmith MD
Jerald W Koepke MD
Eric O Kortz MD
Warren J Kortz MD
Robin J Kovich MD
Mary Kovalak MD
Ira J Kowal MD
Hanna M Kraus MD
Kaylyn Krummen MD
Paul Krummen MD
Robert L Kruise MD
Marcelo Kugelmas MD
Julienne Kurland MD
Sarah A Kurts PA-C
Susan LaBate RD
Rodney L Lamb MD
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~Rick Schaler, MD, board member
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In our memories are the five patients who passed away in 2010.