



Doctors Care 2012

Accessible Care for the Underserved

Annual Report

Report from the President and Executive Director

Thank You

What can I say that I haven't said before? But then, why would I have to say anything new? My message has always been the same, and it is, "Thank you". As my mother tried to teach me, "You can never say, 'Thank you' too often".

Thank you, doctors. We certainly selected an appropriate name for our program. For 24 years you have demonstrated how much you do care, and are the heart and soul of what we do at Doctors Care. You are wonderful.

Thank you, hospitals. When we add up all the dollars in care you contribute to our patients, we are amazed and gratified. Doctors Care could not care for the underserved in our community without you. You are wonderful.

Thank you, volunteers. Volunteerism is a pillar of our model, and Doctors Care would not exist without you. I am always thrilled when I discover the many new ways you serve our patients. You are wonderful.

Thank you, staff. We have the most dedicated group of people working at Doctors Care. They consistently go the extra mile to meet our patients' needs. You are wonderful.

I always save the best for last. Thank you, Bebe, for being our Executive Director for 15 years. No one is more committed to Doctors Care than she. Bebe Kleinman doesn't just have a job; she has a mission. She is wonderful.

So there it is. We have had a fantastic year, and my message to all is - "THANK YOU!"



*Gary VanderArk,
M.D., President*



*Bebe Kleinman, MCM,
Executive Director*

2012 was a pivotal year for optimizing health care at Doctors Care, as we embraced the Institute for Healthcare Improvement's (IHI) Triple Aim approach to our mission. The Triple Aim initiative calls for the pursuit of three specific areas which include: improving the patient experience of care (including quality and satisfaction); improving the health of populations; and reducing the per capita cost of health care.

The challenge to effective use of this approach is that components are not independent of each other, and changes to one goal can affect the other two, making balance of all three areas critical to its success. Doctors Care supports the area of "improving the patient experience of care" through patient evaluation surveys, administered electronically following medical visits. Data collected from these surveys is used to determine areas in need of change or improvement. In the area of "improving the health of populations", Doctors Care uses Quality Improvement (QI) measures to extract more specialized data from the electronic health records system and leverage that information to design better methods of complex case management. The "reducing the per capita cost of care" component is achieved through volunteerism (both medical and administrative), and in-kind donations utilized towards patient care.

Our challenge at Doctors Care is to balance and attain all areas of the Triple Aim model as a means to lower health care costs and improve evaluation of both workplace processes and health outcomes, with the end result being a healthier population. This is an ongoing project, and has become an integral part of the mission and culture of Doctors Care.



In 2012, Doctors Care was the medical home for thousands of children, youth and adults.

2012 Highlights

“As we close the book on 2012, we ended the year in a better place than we started.”

Program

The implementation of our care management software, Plexis, came at a perfect time to prepare Doctors Care to manage a significant milestone in 2013 – 1,000 providers in our network. With a full year of data collection through Plexis, the program staff can also give our hospital partners accurate feedback on the readmissions and emergency room usage of Doctors Care patients.

Our partner hospitals and providers donated \$13 million in services to Doctors Care patients, \$1 million less than last year. This demonstrates the effectiveness of Doctors Care’s efforts to educate patients on the importance of the medical home and proper use of the emergency room.

Another milestone our program celebrated in 2012 is the addition of Castle Rock Adventist Health Campus to our hospital partners. This facility allows patients living further south in our service area to have a hospital nearby in case of emergencies.

A total of 690 referrals were made to specialist providers for patients during 2012 – more than any other year. We remain proud that we are able to offer care in 98 specialties to our patients. Throughout the year, 998 medical and mental health providers offered care for uninsured patients in South Metro Denver by being a part of Doctors Care’s volunteer provider network.

Better data will help guide the program policies to ensure we remain the best stewards of the donated services offered to Doctors Care and the patients we serve.

2012 donations of care and direct contributions totaled \$13 million from our partner hospitals and medical providers.

2012 Highlights Continued...



Mo Cacace, LMFT, enjoys providing counseling to patients as part of the Behavioral Health Team.

Behavioral Health Team

In 2012 the overwhelming need for affordable behavioral and mental health care continued to plague our community, particularly the uninsured. Doctors Care's Behavioral Health Team (BHT) remains a valuable resource in the community by offering a program that not only improves integration between mental health and primary care providers within the clinic and volunteer network, but also ensures a better capacity to treat patients with the appropriate provider in a timely manner.

Consisting of a mid-level behavioral health provider with prescriptive authority who manages mental health medications for patients, a Licensed Marriage and Family Therapist (LMFT) who provides counseling/therapy services and a behavioral health assistant who communicates with providers for integrated care consultation, the BHT collectively provides a variety of valuable services for family, parenting, marriage, grief,

anxiety, depression, and behavioral issues.

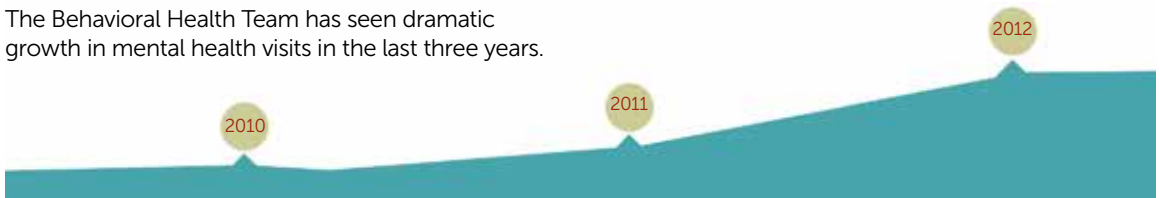
In 2012, Doctors Care began utilizing volunteer patient navigators within the BHT to provide additional, non-health related assistance to patients in need of support in organizing their lives. Assigning patient navigators to lend assistance to BHT patients in need of higher acuity level support with non-medical needs helps alleviate stress and allows patients to focus more on improving their overall health.

Demand for behavioral and mental health care is critical and expected to rise.

Over 1,400 behavioral health visits were provided to Doctors Care patients in 2012 – a dramatic increase over the prior year, proving the demand for behavioral and mental health care is critical, and expected to increase, particularly with Medicaid expansion in 2014.

MENTAL HEALTH VISITS

The Behavioral Health Team has seen dramatic growth in mental health visits in the last three years.



Clinic

The Doctors Care Clinic welcomed over 1,000 new patients (a 34 percent increase over prior year), served over 3,500 individual patients and provided nearly 8,000 total visits in 2012.

In addition to seeing an increase in patient numbers, the Doctors Care clinical staff marked the one-year anniversary of going live on its Electronic Health Record (EHR) system by committing themselves to the new goal of achieving Stage 1 Meaningful Use, a federal EHR incentive program. All providers—volunteers and staff, eligible and non-eligible—have worked diligently with their front desk and medical teams to not only meet, but exceed Stage 1 objectives and are positioned to achieve these vital incentives in early 2013. Our medical team continues to prove its commitment to effective use of health information technology.

Over 1,200 clinic patients were enrolled in the Regional Care Collaborative Organization (RCCO) in 2012, which will provide patients better case management, allow more stabilized care and improve quality outcomes, while also becoming a sustainable payer source for Doctors Care by providing monthly financial incentives.

Thanks to funding provided by the Colorado Health Foundation, an ongoing electronic survey project for the clinic is providing valuable feedback on the patient experience in exchange for a \$5.00 King Sooper's gift card. Results of the survey are being used to measure the quality and efficiency of patient care, and identify areas in need of change or improvement.

In 2012, the Doctors Care Clinic welcomed over 1,000 new patients and served over 3,500 individual patients.



Information Technology Upgrades

Doctors Care has successfully transitioned out of the implementation phase of its Electronic Health Record (EHR) system, and is now focused on putting a Quality Improvement (QI) strategy into place. QI is a relatively new concept for nonprofits of this size but it is a critical step in our development. In the early stage, Doctors Care primarily focused on developing a QI plan and assessing the organization in terms of processes and workflow efficiency. That plan has allowed the organization to extract more specialized data from the EHR, which is being utilized towards improvement of patient care and patient health outcomes.

Our goal is to undertake continuous evaluation of both internal processes and health outcomes. At Doctors Care, QI is not a discrete project but rather an ongoing pledge to adapt to evolving standards of care and service in pursuit of our mission.

Internal measures for success were taken by the IT Team in 2012, including implementing an in-house communication network to cut down on time addressing technical issues, and drastically decreasing the extent of outages our systems experienced. IT staff also began virtualizing our servers, and continued to develop and expand our use of thin client technology.



“Opening Doors to Health Care”

Development & Marketing

In order to keep up with growing communication trends in the fundraising community, Doctors Care spent much of 2012 focusing on expanding marketing and social media efforts as part of stewardship and community relationship development. Through these efforts, we saw a 30 percent increase in individual donors for the year, and doubled our annual appeal funding through our non-event fundraiser. Colorado Gives Day, another widely known online fundraising initiative, saw a 30 percent increase in funding in 2012 as well.

As the capital campaign nears an end, recent commitments from organizations like the El Pomar Foundation and the Nord Family Foundation put Doctors Care less than \$500,000 from our final goal of \$3.75 million. Our gratitude goes out to them, as well as the many other foundations, corporations and individual donors who have provided support.

We also want to thank some unsung heroes who have selflessly provided their time, knowledge and expertise to help guide us through the campaign’s more demanding phases. With assistance from individuals like Kirk Douglas from Colorado Realty Consultants, Bill Gordon from TeamArch and Dave Thorpe from Shaw Construction, Doctors Care has been able to reach the final stages of construction, and move forward with plans for building ownership. Reaching the completion of the capital campaign and renovation activities is a huge achievement for Doctors Care, and allows the organization to place renewed focus on providing quality care to vulnerable patients in our community.



Development and Marketing Director Whitney Abraham with Doctors Care’s Giving Tree

Follow us on Twitter



It’s quick and easy to share information with our community partners via social media.

Like us on Facebook





New Endeavors

As Doctors Care celebrates its 25th Anniversary, a new print publication and web-based responsive guide called, "Maximizing Health Care for Colorado's Underserved" is being released and made available to the public. The print piece and web-based guide at DoctorsCare.org/Maximizing share the story of Doctors Care's model for delivering health care, complete with best practices, lessons learned and sample resources and documentation. To commemorate 25 years of providing care to the underserved, this informative piece is being released to our community, free of cost, as a way of encouraging others to expand access to care for those in need within their communities.

The Patient Protection and Affordable Care Act has solidified the community's need for Doctors Care in the future. Expansion of Medicaid will create an even larger demand for clinic services, potentially increasing the number of Doctors Care patients on Medicaid from 70 percent to 85 percent. Doctors Care will also play a significant role in educating new patients and assisting them with navigation of the new health care system.

Become Part of the Solution

The Doctors Care board, staff and volunteers are hopeful that individuals and foundations will continue supporting the organization and the services provided to the medically underserved during 2013 and beyond. We urge you to consider becoming part of the solution to our health care crisis today by donating to Doctors Care. To make a gift, contact Barb Hanson, Development and Marketing Director, at bhanson@DoctorsCare.org or 720-458-6173 or visit DoctorsCare.org/donate.



Visit DoctorsCare.org/Maximizing to experience our responsive web guide including video, downloadable resources and so much more!

Community Impact



Volunteers

Nearly 80 volunteers donated over 9,000 hours of service to Doctors Care in 2012, valued at approximately \$390,000.

Simply put, without the generous donation of time by its many volunteers, Doctors Care would not be able to operate. Volunteerism, a pillar of our model, encompasses a wide variety of assignments, all handled by talented individuals dedicated to serving our organization and patient population.

In 2012, the front desk greeter station was staffed by volunteers 4 ½ out of 5 days per week, allowing most of our patients to be greeted immediately with human interaction when they walked in the door. The greeter station volunteers also answer our phones, eliminating the use of a phone tree system. The benefit of the human voice has been well received by patients, donors and friends.

If you are interested in volunteering with Doctors Care, please contact Sharon Fisher, Volunteer Coordinator, at 720-458-6174 or sfisher@DoctorsCare.org, or visit us online at DoctorsCare.org/getinvolved.



SLIDING-FEE-SCALE PROGRAM
2012 NUMBERS

109 new providers in our Sliding-Fee-Scale network

690 referrals to specialty providers for patients

998 medical and mental health providers caring for uninsured patients

\$13 million in donated care

Collaboration

ClinicNET

Our partners at ClinicNET performed a Healthy Clinic Assessment of Doctors Care, inspiring improvements in front and back office procedures to support more efficient and patient-centered services. They also motivated staff education in the philosophy of Quality Improvement and training to enhance and further our internal capacity to identify, implement, and measure appropriate clinic changes.

Arapahoe Douglas Mental Health Network

Doctors Care's collaboration with Arapahoe Douglas Mental Health Network (ADMHM) allows patients requiring intensive mental health care (beyond the scope of care Doctors Care can provide) to receive appropriate treatment.

KIND Partnership

Doctors Care's partnership with Kids in Need of Dentistry (KIND) brings quality, affordable dental care to underserved children through the KIND Miles for Smiles dental van, stationed onsite twice a year.



BabiesNow! Foundation

BabiesNow! provides Doctors Care with funding for diapers and wipes which are provided to our smallest clinic patients, and serve as incentives for parents to keep important well-baby and vaccination appointments.

South Metro Health Alliance/Colorado Regional Health Information Organization (CORHIO)

Doctors Care participates with South Metro Health Alliance and CORHIO to unite the community for better access to health care for all, and to improve care for all Coloradans through health information exchange.

Dry Creek Sertoma Club

Dry Creek Sertoma Club members confirm their commitment to our work with the medically underserved through financial and volunteer support.

Connect Campaign

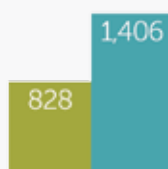
The Connect Campaign is a collaboration of stakeholders working toward successful coverage and access to care for all of Colorado's Medicaid populations. Doctors Care is an active participant in this stakeholder group, which played a key role in the Adults without Dependent Children Medicaid expansion and advocacy for the 2014 Affordable Care Act Medicaid Expansion.

DOCTORS CARE CLINIC STATISTICS

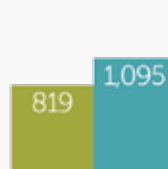
In 2012, Doctors Care celebrated a full year of more accurate record-keeping due to electronic medical records implementation.

■ 2011 ■ 2012

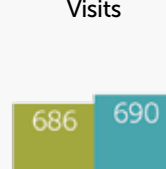
Mental Health Visits



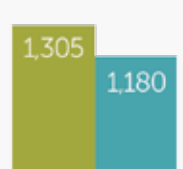
New Patients



Sliding-Fee-Scale Program Visits



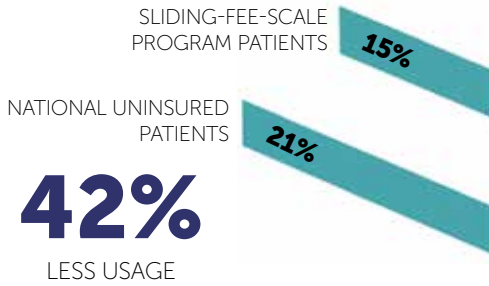
Uninsured Patients



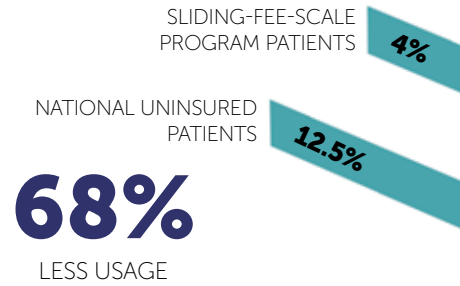
ER USAGE IN 2012

Doctors Care patients are taught how to use the Emergency Room appropriately. Fewer ER visits directly translate into savings for our partner hospitals.

Patients Who Visit the ER at Least Once a Year



Patients With Repeat ER Visits



Percent of Doctors Care Medicaid Patients with ER visits



Doctors Care saved local hospitals an estimated **40%** on ER visits in 2012.

Based on 2010 data from "Health, United States, 2011: With Special Feature on Socioeconomic Status and Health" (<http://www.cdc.gov/nchs/data/abus/abus11.pdf#096>) and the Medical Expenditure Panel Survey for 2009 from the U.S. Department of Health & Human Services (<http://meps.ahrq.gov/mepsweb/index.jsp>)

Patient Stories



Tim, with Patient Care Coordinator, Char Patton and Volunteer Coordinator, Sharon Fisher.

"Without Doctors Care coming into the picture, I wouldn't even be sitting here right now."

Tim's Story

The "ten" Tim Cummiskey endured on the pain scale for months, uninsured, with a broken back was becoming unbearable. "I'm telling you, I was ready to get out a gun and finish myself off. I hadn't worked for months. I was just lying there day after day thinking it all wasn't worth hanging around for any longer," says Tim, who credits both his physical and emotional recovery to Doctors Care.

Tim, who just turned 60, has been self-employed his whole career. Some years, he made six figures but since 9/11, business slowed down to the point in 2010 he was forced to choose between paying his mortgage and paying his health insurance. For the then-healthy 58 year-old, having a home and studio where he could live and work between jobs took priority over medical coverage.

Then came the day in February 2011 when Tim was helping a friend move a 400-lb display. An unbearable pain burned in his groin and down his leg. He was diagnosed with a double hernia, but didn't have the money to pay for treatment.

Relatives helped him make house payments as he was stuck in bed, unable to work, or afford surgery. Then, a neighbor recommended Doctors Care which in a matter of weeks, arranged for the surgery that healed Tim's hernia.

"Here came this group I had never even heard of before. Their people, their care, their mission, their everything – I have nothing but good things to say about them. Without Doctors Care coming into the picture, I wouldn't even be sitting here right now," he says.

Tim went back to work eight weeks after his surgery. A week or two later, while loading his

truck with equipment, a piece of his vertebrae broke off and lodged in the canal to his leg. Compared to the hernia, which he describes as a nine on the pain scale, the broken back was a solid ten. Walking, let alone working, was out of the question. The clinic arranged for a neurosurgeon to perform a discectomy that, once again, has healed Tim after months of recovery.

"I hadn't worked in months. I was just lying there...thinking it all wasn't worth hanging around for any longer."

In addition to seeing Tim through two major surgeries, Doctors Care went a step further and encouraged him to apply for Medicaid coverage, spending hours helping him fill out the lengthy—but ultimately successful—application. Last spring, as Tim was busy trying to rebuild his business and his strength, a letter came in the mail saying he qualified for Medicaid. The relief in that envelope still leaves him speechless.

Tim—who has lived virtually pain-free for the past year—has yet to use his Medicaid benefits, but plans to soon see a general practitioner for a wellness appointment.

Doctors Care Staff



LEADERSHIP TEAM

Bebe Kleinman, MNM
Executive Director

Whitney Abraham
Development and
Marketing Director

Sue Covington, PA-C
Clinic Director

Jeff Gayle
Information
Technology Director

Ann Harden, MPA
Human Resources and
Benefits Director

Michelle Johnston, MA
Program Director

Shera Matthews
Director of Practice
Management

Alisa Spilman, BSN, RN
Information Systems
Director

STAFF

Sonia Cobos-Astorga
Lead Medical Assistant

John Cacace
Information
Technology Assistant

Mo Cacace, LMFT
Licensed Therapist

A'lanne Conrad
Mental Health Assistant

Bernadette Frausto
Office Manager/Case
Manager

Sharon Fisher
Volunteer Coordinator

Christina Guardado
Clinic Receptionist

Barb Hanson
Development and
Marketing Manager

Kriste Hardt, PA-C
Health Care Provider

Lucero Meza
Medical Assistant

Donna Nelligan, PA-C
Behavioral Health
Provider

Char Patton
Patient Care
Coordinator

Kristin Reck, PA-C
Health Care Provider

Mark Schneider
Physician Outreach
Coordinator

Linda Shimoda, C-PNP
Health Care Provider

Hayley White
Quality Improvement
Manager

Martha Zamudio
Medical Assistant

SPECIAL THANKS TO

Meliza Alvarez

Ana Ascencio

Emily Briese

Audrey Covington

Mike Homiack

Leah Kaufman

Sally Lewis

Nicole Pfeiffer

For every \$1 donated, we can provide \$11 in health care services. To donate today, visit DoctorsCare.org/donate

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



Financial Highlights

Year ended December 31, 2012

Public Support

Contributions	\$470,674
Grants	\$856,165
Government funding	\$93,637

Revenue

Program service fees	\$740,889
In-kind	\$442,152
Other revenue	\$1,120

TOTAL REVENUE

\$2,604,637

Expenses

Program services	\$1,868,135
Supporting services	
Management & general administration	\$69,059
Fundraising	\$72,412

TOTAL EXPENSES

\$2,009,606

Change in net assets from operations	\$595,031
Investment income	\$68,838

TOTAL CHANGE IN NET ASSETS

\$663,869

Provider Contributions – 2012

Hospitals	\$12,276,130
Swedish Medical Center	
Porter Adventist Hospital	
Littleton Adventist Hospital	
Sky Ridge Medical Center	
Parker Adventist Hospital	
Community Physicians	
Network Physicians	\$772,646
South Denver Anesthesiologists, PC	\$159,057
Radiology Imaging Associates/INVISION	\$134,915
Pharmacies	\$57,595

TOTAL PROVIDER CONTRIBUTIONS \$13,400,343

Network Providers

Monica Abarca, MD	Kim Baker, MD	Chad Boekes, MD	Stephanie Carlile, CMT
Lennart Abel, MD	Elizabeth Baker, MD	Rob Bogin, MD	Christopher Carpenter, MD
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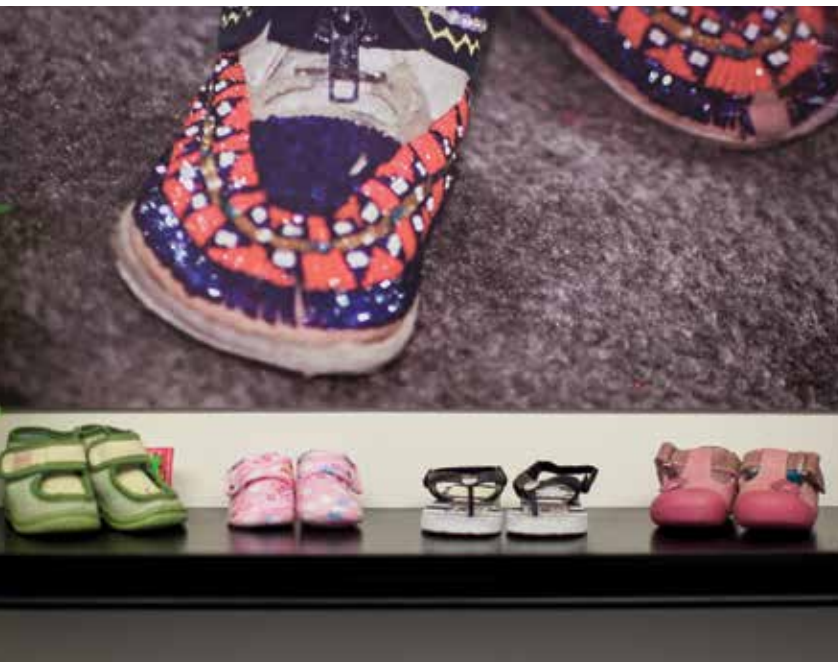
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