In 2017, Doctors Care continued to develop an organization-wide vision for team-based care that brings all services together to provide quality, compassionate care and support.
Gary VanderArk, MD  
Founder and Chair of Doctors Care  
Each year I teach my freshmen medical students that the only constant in health care is change. Over the last 30 years, Doctors Care has developed an expertise in change, nimbly adapting to the challenges of the medically underserved. At the same time, we have always remained true to our mission: to provide access to quality health care and services for low-income people in need.

When pediatricians faced challenges in seeing the volume of low-income children, Doctors Care started a clinic and gradually increased the age limit, as the need increased. We integrated behavioral health and dental services to better meet all the needs of our patients.

When the Affordable Care Act was enacted, Doctors Care became an Assistance Site for Connect for Health Colorado and added health care navigation to our services. Doctors Care is committed to doing whatever it takes to address change, overcome challenges and make a difference in our community. Yes, we can! We must! We will!

Yes, change in health care is constant and growing exponentially. With your help, Doctors Care will continue to adapt and meet the needs of those we serve. In the immortal words of Margaret Mead, “Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

Bebe Kleinman, MNM  
CEO of Doctors Care  
Some of the best and brightest health care thinkers gather each year to determine what they call the ‘wicked’ health care challenges facing the people of Colorado. Three of the currently identified challenges speak directly to the work Doctors Care does to improve the lives of people in need:

1. Timely behavioral health interventions. Lack of early intervention, access to mental health providers and stigma all contribute to the mental health crisis in Colorado. Your support allows us to provide integrated behavioral health services that address each of these barriers.

2. Declining Oral Health. Early oral health care and education are key to better oral health as we age. Your support allows us to provide dental hygiene services to any patient that we serve, with young children as our top priority.

3. Health disparities at the point of care. For 30 years your support has allowed Doctors Care to lessen the burden of those facing health disparities through the work in our clinic, partnerships with private physician and hospital systems, and the health navigation and coverage work that we do every day.

When you support Doctors Care, you impact individuals in our community facing life challenges like these. Thank you for making a difference in their lives. For more information on the “Wicked Problems” in health care go to: DoctorsCare.org/wickedproblems.
Doctors Care Clinic

Doctors Care raised the bar in delivering team-based, patient-centered care in 2017. The efforts put forth through practice transformation paid off as all clinic patients became successfully empaneled, which is the key to continuity of optimal care.

The addition of five new volunteer providers expanded the depth of care for our older patients, and led to the creation of a Women’s Health Program. The clinic’s ability to provide quality, integrated care to patients was also enhanced through improved implementation of dental and behavioral health care services.

Doctors Care staff work as a team to ensure seamless, comprehensive services are available for all patients. Patients enjoy convenient access to medical, dental and behavioral health care services in one visit, saving them time. Those who identify with psycho-social challenges to care, or have coverage issues, are referred to Health Navigation or Connection to Coverage services.

4,117 vaccines were provided, 958 of which were flu shots
1,445 physicals were provided to children age newborn to 17 years, 1,032 of which were for children age newborn to 5 years
1,000 dental hygiene visits were provided
Mothers of newborns were screened three times for depression
An average of 25 foster families and children received special care
All children were screened for depression and learning development issues at well visits
800 diapers were given out to babies age 2 and under

“The whole staff made me feel welcomed and well-taken care of. Thank you all!” - Clinic Patient
Doctors Care Health Access Programs aim to improve access to care and well-being for underserved individuals in our community. The programs include Health Navigation, Connection to Coverage and Doctors Care Advantage. Each program seeks to alleviate barriers to care including lack of health coverage, limited access to specialty providers, and socioeconomic barriers that prevent individuals from following through with their care.

Health Navigation

Health Navigation services assist individuals in taking a more active role in their health and well-being by providing education, information, assistance with resources, and emotional support. In 2017, the Health Navigation team developed a standardized psycho-social tool as an efficient approach to identify and address barriers to care for our patients and clients. The psycho-social tool functions as a connector between medical and social service issues to quickly identify individuals already in our system who may need additional support. Approximately half of individuals with positive screens received assistance from a patient health navigator.

Connection to Coverage

The Connection to Coverage program helps individuals shop and apply for subsidized insurance plans on Connect for Health Colorado and Medicaid. Certified Health Coverage Guides work one-on-one with clients to determine coverage options based on their individual circumstances. 578 individuals received assistance with enrolling in Medicaid.

Doctors Care Advantage

Doctors Care Advantage is a community-based health access program that aims to improve access to care and resources for uninsured and Medicaid participants. In 2017, a pilot program called Premium Sponsorship assisted qualified individuals and families with premium payments for Silver Plans in order to improve their access to needed health care. 165 individuals were enrolled in the Premium Sponsorship program.

Provided enrollment assistance to 1,300 uninsured and underinsured individuals.

578 individuals received assistance with enrolling in Medicaid.

1,311 psycho-social screens were completed with patients and clients.

350 individuals received assistance with enrolling in Qualified Health Plans on Connect for Health Colorado.

“I was so blessed to finally find you. All your kind efforts are very much appreciated!” - Health Access Client
Leadership

Board News
Doctors Care Board of Directors welcomed two new members in 2017: Dr. Jason Kelly, CMO of Sky Ridge Medical Center, and Cheryl Curry, CFO of Littleton Adventist Hospital.

Board committees including Finance, Innovation, Development and Nominating continued to meet throughout the year on projects aimed to help secure the future sustainability of Doctors Care.

Strategic Plan
To help steer the organization into the future, Doctors Care board members and leadership developed a new Strategic Plan which was officially adopted in 2017. The two-year plan identifies the strategic direction and priorities for Doctors Care to advance our mission of improving access to care in South Metro Denver. The two areas of focus are Access to Care and Affordability of Care. Strategic initiatives that fall within these focus areas have been identified, and will be used to guide the direction of the organization for the next couple of years.

Leadership Team
Doctors Care’s Leadership Team maintains responsibility for pursuing the Strategic Plan’s Initiatives and Priorities, along with goals and outcomes for each. Leadership Team members have developed action plans to successfully implement strategies, achieve goals and move the organization forward.

To ensure success and maintain accountability, the Leadership Team tracks and reports on the identified outcome measures for each strategic priority on a regular basis. Reporting takes place monthly with the Leadership Team and quarterly with the staff.

Our Mission: Doctors Care provides access to quality, affordable health care and services designed to reduce barriers to health for low-income people in need.

“We’ve been coming to Doctors Care for 12 years and have always been treated well.” - Clinic Patient
Volunteer Overview

Doctors Care’s dedicated team of volunteers generously provide valuable services to every area of our organization. In 2017, over 84 volunteers donated 9,300 hours of time valued at $440,000 in roles that include clinic providers, health navigators, health coverage guides, care coordinators, scanners, front desk greeters and other administrative duties. We couldn’t be more thankful for their passion and investment in our mission.

Generosity in Action

Doctors Care is grateful for the many individuals and volunteer groups that donate special gifts for our patients. During the cold months, families are thrilled to take home beautiful handmade quilts, blankets, hats and gloves. Just in time for school, children receive new backpacks, lunch boxes and school supplies. Holiday gifts like halloween treat bags, special teddy bears and stockings full of goodies always bring a smile. We appreciate the generosity of those who brighten the lives of our patients and their families with heartfelt gifts. A complete listing of these and other donors is available on page eight.

Little Free Pantry Project

In 2017, a group of Heritage High School students built a Little Free Pantry near the Doctors Care parking lot. The project is a grassroots solution to local food insecurity. Whether a need for food or a need to give, the Little Free Pantry facilitates neighbors helping neighbors and building community. The Pantry is accessible 24 hours a day for anyone to receive or donate food.

The students work hard to keep the pantry stocked, but the need is great. So, throughout the year, volunteer groups including Denver Seminary, COPIC Medical Foundation and Chatham Financial led food drives to collect non-perishables and raise money to help keep the pantry full. The Little Free Pantry continues to be an inspiring community project, encouraging collaboration and community engagement while helping those in need.

“Doctors Care continues to offer compassionate care in a health care environment that is all-too-often unwieldy and depersonalized. I am proud to be a part of this team.” - Betty, Doctors Care Volunteer

“You cannot imagine how grateful I am for your help!” - Health Access Client
Doctors Care has earned its sixth consecutive 4-star rating from America’s premier charity evaluator, Charity Navigator, for sound fiscal management and commitment to accountability and transparency. This rating identifies Doctors Care as an organization that adheres to good governance and consistently executes its mission in a fiscally responsible way.

**Charity Navigator Rating Summary**

<table>
<thead>
<tr>
<th></th>
<th>Doctors Care</th>
<th>Score out of 100</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Score &amp; Rating</td>
<td></td>
<td>94.33</td>
<td>4-Star</td>
</tr>
<tr>
<td>Financial</td>
<td></td>
<td>99.57</td>
<td>4-Star</td>
</tr>
<tr>
<td>Accountability &amp; Transparency</td>
<td></td>
<td>92.00</td>
<td>4-Star</td>
</tr>
</tbody>
</table>

**Program Expenses**

<table>
<thead>
<tr>
<th></th>
<th>Doctors Care 2017</th>
<th>Denver Average</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of total functional expenses spent on programs &amp; services (higher is better)</td>
<td>93.5%</td>
<td>80.4%</td>
<td>81.4%</td>
</tr>
</tbody>
</table>

**Administrative Expenses**

<table>
<thead>
<tr>
<th></th>
<th>Doctors Care 2017</th>
<th>Denver Average</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of total functional expenses spent on management (lower is better)</td>
<td>4.1%</td>
<td>9.7%</td>
<td>9.4%</td>
</tr>
</tbody>
</table>

We at Doctors Care are grateful for this endorsement and the assurance it provides to our valued donors as they support our mission to provide quality, compassionate care and reliable support services to low-income and underserved individuals and families in South Metro Denver.

“**This is the best doctor I have ever been to. They always go above and beyond to help.**” - Clinic Patient
Patient Story: 
A Place With Answers

During a patient visit, one of Doctors Care’s volunteer doctors was pleased to see how far the child, one she had treated a couple of years ago, had advanced. The child, now three years old, was learning to crawl, eat and speak due to the physical, occupational and speech therapy her parents had arranged for her at the urging of the provider. During the appointment check in, it was discovered the child had fallen off Medicaid. Because of Doctors Care’s depth of expertise in this area, staff was able to immediately make the appropriate connections to get the child reinstated with Medicaid.

The volunteer doctor made sure the family was introduced to Doctors Care’s dental hygienist and behavioral health therapist and reinforced to the family that “Doctors Care is a wonderful safe, stable place with all these resources for you.” The family was extremely grateful for the help they received in getting their child reinstated with Medicaid and thrilled to find Doctors Care as their new medical home.

Thank You to All Who Make Doctors Care Possible

Thanks to our many generous donors, partners and volunteers, Doctors Care is able to continue providing accessible health care and support services to low-income uninsured and underserved individuals in south metro Denver. Click below or visit DoctorsCare.org/annualreport to view complete lists of all who gave of their time, talents and gifts to make our work possible in 2017.

Your Gift Makes A Difference

Join Doctors Care in our mission to provide access to quality, affordable health care and services for low-income people in need. Your generous gift makes it possible for thousands of individuals have access to quality, affordable primary and specialty care and support services through Doctors Care.

Make a secure online donation at DoctorsCare.org/donate. Or, send a check in the mail to Doctors Care, Attn: Barb Hanson, 609 West Littleton Boulevard, Suite 100, Littleton, Colorado 80120.

Thank you!

Keep in Touch

Email Newsletter

Sign up to receive our email newsletter, The Pulse. Visit Doctorscare.org/news/pulse.

Follow us on social media

Facebook facebook.com/doctorscarecolorado
Twitter @doctorscarecolo