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RESPONSIVE AND RESILIENT - IT'S WHO WE ARE

2019 was a year of exciting and innovative accomplishments that increased the impact to the people we served. Some of those included opening a Convenience Care Clinic for established patients, expanding behavioral health services, boosting much needed access for Medicare patients, and finalizing collaborative plans for the Valley's first school-based health clinic.

It was also the year we experienced financial challenges related to the reimbursement rate for patient care. We had planned for a balanced budget in 2019 but because of the nature of how we are reimbursed as a Community Health Center, we ended with a negative bottom line. Fortunately, Marillac is not a stranger to adversity and our Senior Leadership, under the governance of the Board of Directors, responded by implementing strategies to reduce expenses. **By the time January 2020 rolled around, we were back "in the black"**, with a little time to settle before the pandemic hit our world and community.

One thing that 32 years of serving Mesa County has repeatedly taught us is that each year brings new opportunities and challenges. What also has been repeated is Marillac's ability to react and respond quickly and positively to those challenges. Accepting that we will be tested each year is part of our leadership culture; knowing we bring our culture of resilience to the task of recovery and advancement gives us strength and resolve in the face of setbacks.

The outcome – continuing to provide high quality integrated healthcare services to anyone who needs them, regardless of their ability to pay – is deeply satisfying.

Being resilient means knowing how to cope in spite of setbacks, barriers, or limited resources.

That Marillac is here for our community after so many years, and that it has grown and expanded substantially, is a testimony to our ability to employ that trait which has been built over time, thanks to the efforts of so many good people who share a commitment to our mission and the drive to realize it.

We want to thank our volunteers, partners, donors, patients, and associates (some of whom are interviewed in these pages) who all bring their unique strength and resolve to this challenging and fulfilling cause of providing health-care to anyone who needs it. **Together we are changing lives and working toward a healthier community.**

Sincerely,

Kay Ramachandran, *CEO*



Shane Haas, *Board Chair*



MARILLAC BELIEVES IN
TREATING THE WHOLE
PERSON.
OUR INNOVATIVE MODEL
OF INTEGRATED,
TEAM-BASED CARE
ALLOWS OUR PROVIDERS
TO DELIVER THE
HIGHEST QUALITY OF
CARE FOR ALL PHASES
OF LIFE.

PRIMARY MEDICAL CARE FOR THE WHOLE FAMILY

Marillac's caring providers focus on providing quality, affordable medical care for the whole family, including prenatal care, family planning, wellness checks for children, care for any chronic medical condition, immunizations, access to low cost pharmaceuticals, and more. Cancer screening programs, diabetes education groups, and healthy cooking classes are just some of the additional care provided. Our patients receive care from a whole team that is focused on a patients' personal health and wellness. The team includes a primary medical provider, behavioral health provider, nurse, medical assistant, case manager, health coach, patient navigator and referral coordinator. **Our Convenience Care Clinic offers extended hours care for same-day, acute care needs and is open five days a week from 10am – 7pm.**

BEHAVIORAL HEALTH CARE


Marillac's behavioral health services are fully integrated into our primary medical care services. Licensed behavioral health providers work side-by-side with our primary care providers. They are available for support during the primary care visit and can provide interventions to help with a mental health diagnosis, life transitions, chronic health conditions, chronic pain, stress, grief, and many more issues. **By combining physical with behavioral health care and addressing behavioral and lifestyle issues, Marillac strives to take care of the whole person.**

DENTAL HEALTH CARE FOR THE WHOLE FAMILY

Marillac offers affordable, prevention-focused dental care for all ages, from babies to seniors. Our on-site dental clinics at both the Grand Junction and County care locations offer a broad range of dental services including preventive care, exams, x-rays, cleanings, fillings, extractions, root canals, pediatric dentistry, and senior care. Crowns, dentures, partials, and implants are also available for our patients. Appointments for dental emergencies are available daily. **Because the mouth is the gateway to the body, quality, accessible and affordable dental care is an important part of any person's healthcare and why Marillac integrates it into patient care.**

THE DOC WHO CAN'T STAY AWAY

He volunteered his time at Marillac for over two decades while running his own practice before officially joining our staff as a contract physician. Upon retiring, he worked in New Zealand for a short spell; when he returned, he worked at Marillac part time. After 4 ½ years, in 2019, Dr. Pasterz officially retired so we sadly said our good-bye's. But he "didn't take to retirement" and so Dr. Pasterz is back AGAIN, providing osteopathic care to our patients, and feeling good about it. So are we.




"I need to be productive – it makes me feel good...- maybe that is selfish."

If being selfish helps our patients stay healthy, then we'll take it!

As the provider who has been at Marillac the longest, Dr. Pasterz has seen a lot of change in our community and at the clinic. He notices most how patients' health has become more complicated over the years, as many physical symptoms are tied-up with mental health challenges. He says that teasing out the cause and treatment is more difficult than he remembers. These days it takes a true team approach to fully care for people; luckily, Marillac has that experience and has been doing this for a while.

"Marillac has the support staff to help patients with multiple issues. They are trained, compassionate, and have the patients' best interests in mind. Always. As a group, they have a strong commitment to their vocation, to helping individuals and our community." Dr. Pasterz is currently seeing patients in Marillac's Convenience Care Clinic but no matter where he is, we are always grateful he makes people feel better.

CHANGE IS THE ONLY CONSTANT



Rod Pyland is a nine-year veteran at Marillac and has 45 years under his belt as a mental health therapist. He agrees: change can be unsettling, but what brings him comfort is knowing through experience that Marillac can adapt in ways that assure delivery of high quality care to its patients.

One of the earliest and most significant changes was Marillac's introduction of and commitment to integrated care. Rod sees the benefits of teamwork and communication when it comes to helping patients become and stay healthy. He reports that his patients feel truly cared for when their various providers acknowledge and address all their needs, giving them tools to take control of their own care. For example, instead of waiting to make an appointment, patients identified during a routine medical or dental exam in need of counseling receive a "warm handoff" to Rod, allowing for immediate and direct care. Often Rod employs his AcuWellness technique (see sidebar), a good first step toward calm and healing.

"I am pleased with our ability to expand and serve more patients on Medicaid with such good care...we are never static at Marillac; there is always something new to work on. It's exciting and good for us and our patients."

Rod has been practicing AcuWellness on Marillac patients for five years. It involves the use of small magnets or needles, placed in the ear, to combat anxiety, depression, chronic pain, fears, and substance cravings. Patient satisfaction with this technique is overwhelmingly positive: after 4000 treatments in five years, Rod says only two or three have reported no benefits.

THESE ARE MY PEOPLE, MY COMMUNITY

There is no question in Dr. Kate Hart's mind (and heart) that she is where she wants to be: at a dental clinic that serves mostly people who would not be able to afford dental care anywhere else in town, helping keep them healthy and stable for whatever they need to do in their lives.

Dr. Hart wants the public to know that Marillac's dental team consists of well-trained dentists. **"All of us were at the top of our class. Most of us have participated in residencies, and some of us in not one, but two." Everyone shares in delivering the mission, and each person brings their training and expertise to each and every patient. "We are here because we want to be."**

Two things stand out for Dr. Hart that have benefitted dental patients most: the passage of the Affordable Care Act and becoming a Federally Qualified Health Center (FQHC) in 2015. With these in place, **dental patients were able to complete or nearly complete their entire treatment plans cost effectively, allowing them to take care of themselves like never before.**

Because she has been here for over a decade and been part of enduring the last recession and a few other dips and bounces in between, **Dr. Hart says she has confidence that Marillac can weather any storm. She cites the Leadership Team for its ability to be creative, conserve resources, take the mission seriously, and bring "super helpful skepticism" to decision-making. "We are good at what we do; with all that we have done and where we have come from, I believe we will be here for the long haul."**



"I was raised super poor and I think that is why I never felt worthy or deserving of receiving things that were good. I understand when people don't think they deserve good care, but they do. These are my people. And I want them to know that they can get great care at Marillac."

*Kate Hart, Pediatric Dentist
Joined Marillac, July, 2008*



“The Associates at Marillac are mission-driven, every day.

Marillac has structures, processes, and quality benchmarks in place that encourage us all to strive, to continuously work towards improving our outcomes.”

Dr. Andrea Nederveld

Finding out what people need in order to be their healthiest is no easy task.

So much depends on the clarity of communication between patient and provider. While never intentional, there is much that can cloud the conversation including vocabulary, emotions, assumptions, and biases. **Marillac is fortunate to have Dr. Andrea Nederveld who is interested not only in providing quality care, but also in researching to continuously improve the health of our patients.**

In addition to seeing patients once a week, Dr. Nederveld is an assistant professor in the Department of Family Medicine at the University of Colorado.

She is committed to understanding and removing barriers to care that underserved patients may encounter. For that reason, she has chosen Marillac to not only continue her practice as a primary care doctor, but also to carry out research for two projects that will ultimately lead to healthier outcomes for patients everywhere.

The Invested in Diabetes Group Project compares two methods of supporting patients with diabetes to determine which approach proves most effective in living with the disease. Marillac is one of twenty-two practices in Colorado and Kansas participating in the study which ends in 2022.

The second project examines how to best inquire about barriers to care, a.k.a. social determinants of health. Access to food, transportation, childcare, etc. all effect how people care for themselves as their doctor may prescribe. Marillac teams currently screen for these by asking questions during a visit, however we are aware that the way questions are asked or who asks them may affect the patients’ answers. **Good questions asked appropriately will yield helpful information that will benefit patients and their health in the long run. “The more we talk and tell each other, the more we will learn,”** says Dr. Nederveld.

Dr. Nederveld chooses to work at Marillac because of her commitment to improving the lives of underserved people and feels this is where that can happen. Dr. Nederveld’s research adds to our knowledge and ability to make a long term impact.

EASING FINANCIAL WORRIES ADDS UP TO GOOD HEALTH CARE



Meet Sarah and Rocio, our Eligibility Team, who are often the first people new patients see when they come to Marillac.

These women are good at making people feel cared for even though they aren't healthcare providers, and it's not just because they were both in the hospitality industry before they worked at Marillac! It's because they are the kind of people who listen and help patients understand how they are going to pay for the healthcare they or their family needs.

Often, by the time most people come to Marillac for care, they have put it off for too long. We commonly hear that the reason they haven't tended to it sooner is due to lack of insurance and/or fear of cost. In some cases there are other factors as well such as inadequate or lack of transportation, fear of the outcome, or a misperception of Marillac as a 'free' clinic and the stigma associated with that.

Sarah remembers a woman a few years back who walked in the door on a Monday morning looking nervous and glum. "She described how she had been feeling for a while that something was very wrong with her but hoped that feeling would go away because she didn't have insurance or any way to pay for a visit to the doctor. During the conversation, Sarah learned her husband, who was undocumented, was the bread-winner, and that she was unable to work because of her health. As Sarah began processing her application for Medicaid, she also helped her schedule an appointment with a Marillac doctor.

Sarah didn't see her again until a few months later when she stopped by to thank Sarah. "She told me that our doctor had taken a look at her and referred her on to specialists for tests. Within a couple of days she found she had Stage 4 cancer. She was so thankful that we were here with good doctors and a way to help her pay, because if it wasn't for Marillac, she would never have figured out how sick she was and wouldn't have had the treatments that kept her alive."

"You really watch out for me..."

At 70 years old, Martie has many years to look back on. Life has been mostly good, but not without challenges, she will admit. She speaks of the 1990's, when she self-describes as being "low income", and when she didn't have food stamps "or anything like that". This meant that all of what little money she did have, went into securing food and shelter and not health insurance. And she struggled, to the point of attempting suicide at least once. Luckily, when her friend who was already a Marillac patient suggested she look into seeing a doctor there, she took her advice. She was diagnosed with PTSD and as clinically suicidal. She and her doctor worked long and hard to help her find relief through counseling and medication. Now Martie can say with confidence, "I like myself."

Over the years, Martie has used all of Marillac's other service lines: the optical department helped her with her cataracts, dental department with teeth extraction and dentures. Over the past eighteen months, she has been working with our Behavioral Health Provider, Melissa, who has helped Martie quit smoking and lose nearly seventy pounds!

"You people give a hoot! You care about me...I have always been treated decently, not like I'm just a poor person. I'm treated like a human being. Everyone really does watch out for me."

*Martha "Martie" Louise Boling
named for her two grandmothers*

A WINDFALL OF KINDNESS ADDS STABILITY

Since 2009, Marillac has benefitted from the choice made by a nurse who worked at St. Mary's Hospital during WWII.



Ellen Jo Waldeck loved her career as a caregiver and her home of Grand Junction for nearly 86 years. When she found herself at the end of her life and holding assets to a mineral royalty interest in a gold mining company, she decided to reinvest it in her community and her beloved career track. As her daughter, Susan Diaz, remembers it, **"She felt that if she was fortunate to have received this money during her lifetime, she should share it with other, less fortunate after she died."**

Using the Western Colorado Community Foundation as advisor and manager, she established the Waldeck Endowment Fund with instructions to fully fund a scholarship for one Colorado Mesa University nursing student each year. In addition, she chose to support eight different nonprofit organizations in Mesa County – Marillac being one of them.

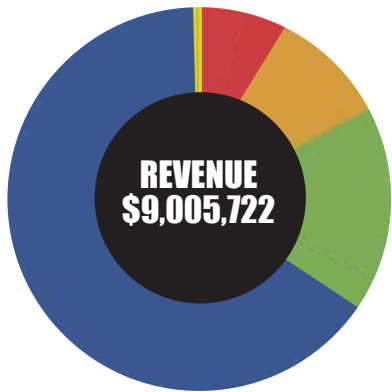
The Waldeck Endowment Fund is a tremendous gift for Marillac because it has provided a consistent and reliable source of funding for ten years, through thick and thin. Marillac has used it to cover some of the general operating costs. Locating sources to fund "gen ops" is often difficult. Distributions from the Waldeck Endowment have helped get us through tough times, allowing us to dedicate other restricted grants and donations to patient care, programs and services.

Marillac and our patients are grateful for the kindness shown by Ellen Jo Waldeck. Her legacy of care lives on in the services we are able to provide thanks to her forethought and initiative.

FINANCIAL HIGHLIGHTS

For fiscal year ending December 31, 2019

Provided \$1,142,000 in discounted services to Mesa County Residents

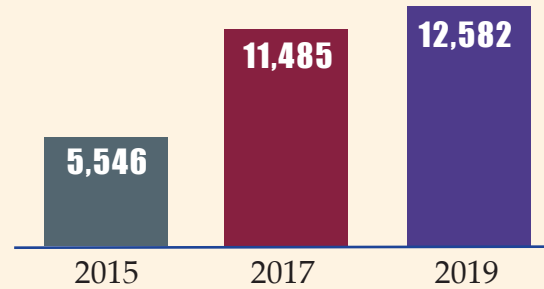


- Net Patient Service Revenue \$5,540,587 (62%)
- Federal, State, County, City Grant Funds \$1,752,792 (19%)
- Other Revenue \$1,006,528 (11%)
- Other Grants & Donor Contributions \$662,033 (7%)
- In-Kind Contributions \$43,782 (<1%)

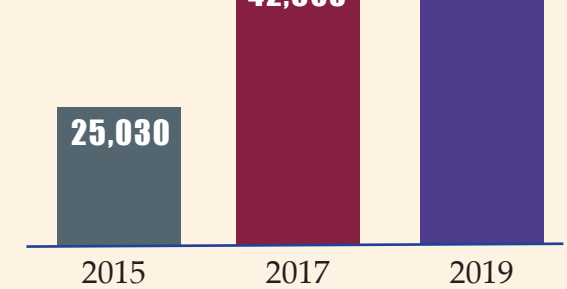


- Salaries, Wages & Benefits \$6,991,099 (71%)
- Professional Fees \$1,145,779 (12%)
- Supplies \$717,777 (7%)
- Occupancy \$507,986 (5%)
- Other \$221,696 (2%)
- Depreciation \$128,214 (1%)
- In-kind Expenses \$43,782 (<1%)
- Insurance \$47,677 (<1%)

TOTAL PATIENTS



TOTAL VISITS



THE FULL PICTURE OF GOOD HEALTH

Marillac addresses health in a comprehensive way, and not just in the medical or dental exam room.

- Opened a new Convenience Care Clinic for same-day acute care needs
- Improved patient access to care by implementing Advanced Care Open Access Scheduling
- Launched “Invested in Diabetes” and “Cooking Matters” classes
- Boosted access for Medicare patients
- Expanded Behavioral Healthcare Services to include a bilingual Behavioral Health provider, case manager, and health coach
- Expanded family planning services to include long-acting reversible contraception options
- Finalized planning and approval for Mesa County’s first school-based health center, now ready for students at Central High School
- Trained clinicians on Medication-Assisted Treatment for substance use treatment
- Instituted a Patient Satisfaction Survey, available to all patients post-visit
- Established a Patient Advisory Council to provide input and feedback from their important perspective
- Added a Care Coordination Team to help patients navigate referrals and "next steps"
- Added same-day crown milling capability to dental services
- Implemented the PRAPARE Screen tool to assess social determinants of health and their ultimate impact on the health of patients
- Introduced Patient Activation Measure (PAM) Screen to empower patients to engage in improving their health

AWARDS

- Patient-Centered Medical Home with Behavioral Health Distinction from the National Council on Quality Assurance
- DentaQuest John Rosetti Award of Excellence for outstanding accomplishments in dental leadership, quality, patient access, and financial performance
- Shirley Haas Schuett Quality Award in the area of women’s health navigation, as a Top Performer in Six Program Performance Indicators from the CO Dept. of Public Health & Environment for the Women’s Cancer and Early Detection Program

THANK YOU TO OUR DONORS

*In addition to these wonderful donors, we are grateful to the healthcare providers in the community who see our patients.
For a full list of these referral specialists, visit our website at www.MarillacHealth.org/donors.*

The generosity of our donors makes our mission possible!

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Talon Wine Brands
Anne & Paula Taylor
James & Barbara TerLouw
The Spa Depot
John & Cynthia Thomas
Thompson Family Charitable Fund
Duane Thompson
Thrive Yoga
Yoga V Palisade
Townsquare Media

Steven Trochlil & Frieda Chavez
Michael & Suzanne Tucker
Karen Tuinstra
Barry & Gail Tuohig
Unique Expressions
United Way of Mesa County, Inc.
University of Colorado - Boulder
Urban Girls Salon
Anton Urschitz & Stacey Stecher
Judy Vanderleest & Andy Kelley
Varaison Vineyards & Winery
Vectra Bank Colorado
Yomba Von Seggern
Dennis & Katherine Wagner
John & Diane Waite
Linda Eden Wallace
Bob & Geri Walters
Charles Wanebo
Rebecca & Ben Watkins
Steve & Lenna Watson
Mary Welch
Ed Werner
Thomas & Rosemary Wesnidge
Jane Westbrook
Western Colorado
Community College
Western Colorado
Community Foundation —
Mary Beth & Bernie Buescher
Charitable Giving Fund
Bruce Dixon Fund
Phil & Melissa Jones Fund
Ridgley Family Foundation
Waldeck Endowment Fund
David & Jane Wheeler
George Wheeler
Michael & Patrice Whistler
Francesrose White
Joann White
Mykan White & Caleb Stepan
Stephen & Christine White
Whitewater Building Materials
Whitewater Hill Vineyards
Robert & Dara Whitmore
Frank & Kathryn Wilkinson
William S. & Mai N. Robinson
Charitable Trust
Brandie Williams
Juli Williams
Ronald & Yolanda Williams
Willow Creek
Wilson Family Foundation
Melinda Wilson
Michael & Deborah Wilson
Robert & Nancy Wilson
Roger & Orma Wilson
Wine Country Inn
Mistie Woods
X Golf
Susan Yeager
Yoga V Studio
Robert & Gail Youngquist

Maria Zamora
Zoup Fresh Soup Company
Z's Orchard
The Zesty Moose

In Honor of...

Agapito Associates, Inc.,
Chadwick Steinkirchner
Davis & CO. PC,
Foresight Family Physicians,
Grand Jct. Gastroenterology,
Grand Mesa Medical,
Hi Fashion Sewing,
Huddleston-Berry Engineering,
Mesa Valley Community School,
Munro Supply,
Peach Tree True Value Hardware,
Robert D. Frederick Inc.,
Rocky Mountain Wireline,
Sorter Construction,
TMS Solutions,
Ute Water,
Whiting Farms
**honored by Active Insurance
Solutions (Randy Pifer)**
Orin & Karyn Zyran Family and
Paul Foster, Sr.
honored by Kent & Cathy Foster
Doug Schenk, MD
honored by David & Kathy Dirks
Dr. Brian Davidson
honored by Judy Goodhart
Dr. Kate Hart
**honored by Robert & Dara
Whitmore**

In Memory of...

Bill Allen
by Jack & Karen Perrin
Sister Marianna Bauder
by Lori Heintzelman
A.J. Bertrand
by Lois Fisher
Randy Bogart
by Claudine Bogart
Delaney Clements
by Ronald & Yolanda Williams
Prue Hardy
by Gary & Linda Skaggs
Donald McFarland
by Sue McFarland
Andrew J. Rebeck
by Mary Rebeck & Barbara Paine
Steven J. Rekemeyer
by Peter & Eleanor Rekemeyer
Sister Mary Denise Sternitzke
**by Margaret Cannon
& Susan Newland**
Mary Tuinstra
by Karen Tuinstra

OUR MISSION

We provide a wide scope of primary health care services to all Mesa County residents regardless of income or insurance status.

OUR VISION

Mesa County is a community where every resident has access to quality health care.

OUR GOALS

Access to Care

MarillacHealth intentionally and continuously advances its efforts to ensure that all Mesa County residents have equitable access to high quality health care.

Community Health Center of Choice

MarillacHealth is known in the community as a trusted health care provider that consistently offers high quality care for all.

Ensure Financial Health

MarillacHealth takes deliberate measures to leverage all available resources towards long-term sustainability.

Enhance Care Delivery Model & Systems

MarillacHealth is a community health center of excellence where patients and staff feel engaged and appreciated.



Committed to a healthier you.

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