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A year ago, in our 2019 Annual Impact Report, four months into the pandemic, we wrote: "Being resilient means knowing how to cope in spite of setbacks, barriers, or limited resources." After living through 2020, we feel we should add this to that statement: "...and having the capacity to adapt and recover."

In 2020, we lived this: nearly every day brought something new that challenged our way of delivering care. At a time when the importance of good health came sharply into focus, it was more difficult than ever to help others stay or become healthy or prevent ill health. For months, Marillac's Leadership Team designed new ways to adapt to the latest edict from national, state, and local officials to continue to bring calm, reassurance, and top-notch healthcare services to our community. **In response and in a myriad of ways, staff adjusted and were courageous, and patients benefitted. You will learn of some of those ways as you read this report.**

On the outside, Marillac looks much the same. On the inside, however, a lot has changed because of what we learned and how we have adapted. The adjustments are more or less visible, depending on what they are: both clinics now have negative pressure rooms and air sanitizers in all exam rooms and lobbies; telehealth is a regular option; we know how to set up and run pop-up testing and vaccination sites/clinics; **the Warrior Wellness Center is firmly established at Central High School; and we terminated our employee lease agreement with SCL Health.** We look at these changes and see we are far more mission-driven than ever before.

Last year Marillac embraced the full definition of resilience. We have learned that there is always more to learn and that "new" can be intimidating. We have taken stock of the ways we do things and let go of some of those ways that no longer serve us and our patients. But more than ever, with support from partners, donors and community, we know we are good at solving problems and that **good health is the bedrock for a healthy community of families and individuals and the economy.**

We are grateful to all of our partners and donors who have shared their expertise, time, energy, and money to make Marillac what it is today, who have rallied behind our mission and staff who bring their hearts and minds to the task of caring for others. We do this together.



Kay Ramachandran
Chief Executive Officer



Joanna Little
Board Chair

THE POWER OF TRUST AND LOVE - A JOURNEY SHARED



“If Doug hadn’t encouraged me to see Rosie, I wouldn’t have gone. When I first met Rosie, instantly I knew there was something there I could trust. She wasn’t going to drug me up, she wanted me to be well, to have good outcomes. She truly listened to me and made me see there was hope, that there was light at the end of the tunnel where I’ve never seen it before. Rosie offered hope. I’ve waited 65 years for this help.”

Sometimes we see humanity at its very best when you least expect it. Such was the case when we met Barbara and Doug. We realized quickly we were in the presence of two human beings who, through their connections with Marillac, their love for each other, and their faith, are living their best lives with love and kindness.

We reached out to Barbara and Doug at the suggestion of Rosie Lloyd, LCSW, our Behavioral Health Provider. Rosie started seeing Barbara when she came to Marillac in October 2020. **Rosie was deeply struck by Barbara’s tenacity: she came every week in spite of the pandemic to talk to Rosie about her life and fears,** the hallucinations, nightmares, flashbacks, and depression she experienced on a daily basis. With a smile and a nod, Rosie said **“She did the hard work, every single time she came. Barbara has a lot of strength, but it wasn’t easy. I am so proud of how far Barbara has come.”**

As we settled into chairs in an exam room, Barbara announced, “Rosie changed my life. All my life, doctors just wanted to hand me drugs, one after another, and hope I’d be fixed and not come back. And doctors don’t want to take care of Medicare patients. Even my doctor of 25 years told me this. **So, if it wasn’t for Marillac, I don’t know what I would have done.”**

“I have trouble trusting people. When I first met with Dr. Lovett, she looked at her nurse and they said – ‘she should see Rosie.’ I bristled: I didn’t want to see another doctor for anything because doctors make you talk about your trauma, go over it again and again and again, the experiences.” As Barbara later shared with me, she had been physically, sexually, and mentally abused by her mother and others starting at a young age, and later was raped. **“My mother told me, every day, that I was fat, ugly, and stupid. She told me I caused all the bad things to happen. I felt guilty about everything.”**

When Doug and Barbara first met, she was fifteen. Doug was smitten but knew he had to wait until she was 18 before they could marry. Taking her hand in his, Doug reminisced about their early years of marriage: **“At some point I realized she didn’t love me; but how could she? She had never known love, how to be loved or how to love someone else.** That hurt me at first, but we worked through it.” He added, “Barbara sells herself too short. She has accomplished so much, come so far, as a mom, a wife, a lover, and a person, especially given what she has been through.”

Barbara smiled. **“Rosie has made me feel good about myself...I have learned and I believe now that everything is not my fault and it never was. Thanks to Rosie, I think I now know how to take care of myself.”**

WARRIOR WELLNESS CENTER: A HUB OF CARE IN SCHOOL

Healthcare for kids can be complicated. Simply finding time to make the appointments and then juggling work schedules and children's logistics can be enough to prevent parents from being able to take their kids to see a doctor except in an emergency.

Bringing a child to see a doctor might mean a parent needs to miss work or a child needs to miss school. A health center in a school removes those obstacles. Getting primary care is as easy as walking down the hall!

In addition, school health centers help build trust in doctors and caregivers, which increases the chances for seeking care, preventing disease, and addressing mental health issues early.



Rosa, PA-C and Raja, a recent CHS graduate.

“Some kids I know have trouble going to the doctor. They feel comfortable coming to WWC, though. – Raja

During a year marked by many disappointments like projects and plans put on hold or discarded altogether, the opening of Mesa County's first and only school-based health center (SBHC) at Central High School (CHS) stands out as a bright spot. This project is notable for many reasons, including the strong community collaborations that persisted from its first meeting of partners in December 2017 right up to the grand opening of the Warrior Wellness Center (WWC) on August 7, 2020.

Many parents, caregivers, and officials from School District 51 were interested from the start in bringing a health center to a school in our Valley. They had heard about the success of SBHCs throughout Colorado and the nation. Over 1000 surveys completed by students, parents, and school staff identified anxiety/stress, feeling sad, alcohol/drug use, and eating/weight issues as concerns among local high school students. CHS exceeded SD51 and state rates in considering or attempting suicide, being bullied, or using alcohol or cigarettes.

According to data from the School-based Health Alliance, **students who attend schools with a health clinic embedded do better in school, have higher rates of graduation, and have fewer discipline cases.**

Once the concept was approved, the site chosen, and location planning for the actual wellness center was underway, students from CHS got involved. A small group, excited to participate, was instrumental in naming the clinic and designing the logo.

“It took a while for students to truly know they could come here whenever they wanted, to walk in and talk to a medical or behavioral health provider about something that is bothering them,” says Rosa Gardner, WWC's Certified Physician Assistant. **“But now the word is out, and we are seeing more kids every day – our schedule is most always full each day.”**

The numbers support this. In its first year, 347 different students and staff were served at the WWC with 1,042 visits. The WWC is open all day when school is in session, and offers special hours during holidays and over the summer. Students and staff can walk in or make an appointment to meet with a medical provider, hygienist for dental screenings, or behavioral health specialist for support and counseling. **The Warrior Wellness Center is making a real difference in the lives of the staff and students at Central High School!**

DENTAL OFFERED EMERGENCY CARE THROUGH THE EARLY DAYS OF COVID

The email and Executive Order arrived in the Spring of 2020: All dental practices in the State of Colorado will cease operating until further notice due to COVID-19.

Exceptions would be made for those offices equipped with appropriate and adequate personal protective equipment (PPE) so they could address dental emergencies. **Marillac's Senior Leadership huddled: there was no question that the dental team at Marillac - which has a history of stepping up to fill a gap - would do its best to be there for their patients and others, if needed. We would stay open to serve those urgent and emergency needs for the community**

Very little in the way of 'next steps' was immediately clear, but these things were obvious: patients would be impacted as we called to cancel their non-emergency appointments until further notice; PPE needed to be acquired in order to offer emergency treatment safely; and we would have to furlough most of the dental staff, keeping a 'skeleton crew' to provide urgent/emergency treatment to new and established patients.



Marillac's team served nearly 15 patients each day from 7 am to 7 pm for dental emergencies, over a quarter of which were not previous Marillac patients.

Marillac's ability to remain open offered our community an alternative to using the emergency room for their dental emergency.

In response to advertising in the community, calls came in from dental patients from other practices in dire need of care. "I am in excruciating pain." "It is very painful when I chew." "I can't sleep." "My jaw is severely swollen and I can't eat." **These folks were able to get the care they needed when they needed it, in spite of the pandemic restrictions. Marillac is here for this community.**



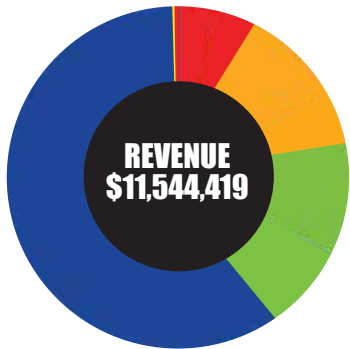
Diana Flinn, Dental Operations Manager

Sending the staff home was one of the most difficult things to confront. "Our people, our teams, are the most important resources" says Diana.

"When you don't have your team, it's hard to think about the future without a little bit of fear." But Diana added that the leadership shown by Dr. Lavery helped them all feel better about the decisions made. He quickly secured access to PPE (including gowns, gloves, goggles, face shields and N95 masks), adjusted clinic hours, put new procedures and protocols in place to accommodate the anticipated flow of dental emergencies, and purchased air sanitizing units for every exam room.

FINANCIAL HIGHLIGHTS

For fiscal year ending December 31, 2020



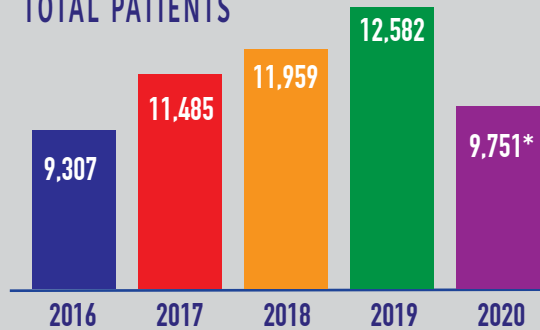
- Net Patient Service Revenue \$6,329,854 (55%)
- Federal, State, County, City Grant Funds \$2,237,385 (19%)
- Other Revenue \$1,926,645 (17%)
- Other Grants & Donor Contributions \$1,038,272 (9%)
- In-Kind Contributions \$12,263 (<1%)



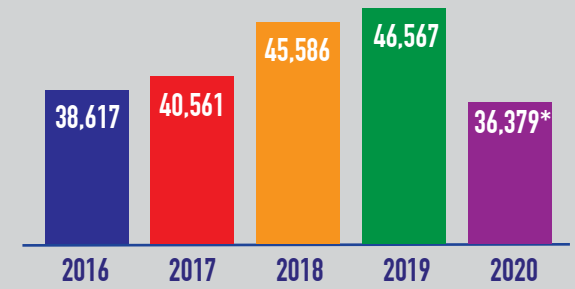
- Salaries, Wages & Benefits \$6,918,853 (66%)
- Professional Fees \$1,206,816 (12%)
- Supplies \$1,346,157 (13%)
- Occupancy \$579,131 (5%)
- Other \$179,477 (2%)
- Depreciation \$143,028 (1%)
- In-kind Expenses \$12,263 (<1%)
- Insurance \$54,152 (<1%)

The net income increase of \$1,104,542 was due to one-time grants and funds associated with the COVID 19 emergency.

TOTAL PATIENTS



TOTAL VISITS



* Like many other medical practices across the country, Marillac experienced a decrease in patient visits due to the pandemic. Patients were afraid to come in and/or delayed their regular preventative care including immunizations and screenings in hopes the pandemic would be short-lived. Even dental care lapsed because of the Statewide Executive Order that mandated closure of practices for everything except emergency care.

ACHIEVEMENTS

In March 2020, upon the COVID outbreak in Colorado, Marillac formed an Incident Command Team charged with overseeing our pandemic response within the organization and community. Serving lower income persons more vulnerable in a public health crisis, Marillac swiftly activated numerous patient-centered strategies.

- Launched telemedicine in one week's time & provided a grand total of 3,277 telehealth visits by year's end.
- Offered emergency dental services to anyone in the community needing care during Colorado's shutdown, providing 1,201 urgent/emergency dental visits, total.
- Reassigned multiple clinical staff to Marillac's Outreach Team, to support & reassure our highest risk patients.
- Continued offering convenience care, providing over 4,200 same day appointments in 2020.
- Welcomed 1,401 new dental patients and served a grand total of 6,112 dental patients in 2020.
- Opened the doors to Mesa County's first School-Based Health Center on the campus of Central High School in partnership with School District 51.
- Opened a new clinic site, Pathways Family Wellness Center, in partnership with Homeward Bound and CMU Nursing School to serve women, families and men of all ages who are experiencing homelessness.
- Expanded our expertise in Family Planning Services to include long-acting reversible contraception options for lower income patients of reproductive age, who have historically experienced barriers to care.
- Launched Care Coordination services with financial support from Rocky Mountain Health Foundation, in order to assist high-risk patients, reduce ER over-utilization, and improve patient satisfaction and health outcomes.
- Boosted access for Medicare patients – serving 1,200+ Medicare recipients in 2020.

EVERYDAY HEROES



Our teams helped educate our patients while keeping them safe and caring for their needs.



The Clinic was an early adopter of safety protocols at all sites, earning five stars from Mesa County Public Health's Variance Protection Program.



Marillac held pop-up drive-through vaccination sites throughout the valley to help the community receive vital life-saving vaccinations.

Telehealth and Zoom video meetings became vital to meeting patient needs during the time of COVID. This new approach to care was challenging at first, but soon both staff and patients got the hang of it. Now, it has become somewhat routine and there are even some patients who prefer it for its convenience and ease of use in their busy schedules.



The events of 2020 were both a shared community experience and also extremely personal. Professional healthcare workers were at the intersection of public and personal, and Marillac's caregivers have their share of memories and experiences that further illuminate the struggles and the lessons learned:

"Because we never really shut down, people looked to us for reassurance, like they would a family member or friend. We provided a measure of stability for some, which really helped their mental health."

"The pandemic forced us to pull together more as a team...hardship brings people closer...knowing we were in the trenches together made it less hard."

"Now that we are beyond last year, I think there is more hope. People are recognizing their strength, which they found through the pandemic."

"I was surprised how some of our patients were reluctant to get information and learn...there seemed to be a suspicion by some toward healthcare and the rules that keep us safe...it was difficult to understand the personal attacks for things that were out of our control...but we did our best to help our patients, no matter what."

"We had to train our staff on things like how to wear PPE and also how to take it off, so that they stayed protected and healthy."



Dr. Tom Lavery received the Staff Member of the Year Award from the Community Impact Council of Mesa County, for his 'over and above' compassionate leadership that positively impacted our community in 2020.



For the second year in a row, Marillac received the Shirley Haas Schuett Quality Award in the area of women's health navigation, as a Top Performer in Six Program Performance Indicators from the Colorado Dept. of Public Health & Environment for the Women's Cancer Prevention and Early Detection Program. Holding the award are Tina Jackson, Karla McKann, and Maria Zamora.



Marillac has been awarded recognition by the National Committee for Quality Assurance Patient Centered Medical Home Program with Behavioral Health Integration Distinction. Primary care practices that earn NCQA's Distinction in Behavioral Health Integration have put the right resources, evidence-based protocols, standardized tools and quality measures in place to support the broad needs of patients with behavioral health conditions.

Marillac's collaborations focus on patient care, patient choice, and patient satisfaction.

Caring for Colorado Foundation - Enhanced Marillac's family planning education & care.

The Colorado Health Foundation - Supports multiple projects enabling us to accept new patients, improve electronic medical recordkeeping and strengthen team-based care.

Colorado Mesa University & Homeward Bound's Pathways Family Wellness Center - Created a welcoming on-site health care clinic.

Community Hospital - Offers choice of midwifery services, labor & delivery for expectant patients at Marillac.

Hilltop Community Resources - Shared trained, certified health access enrollment guides to assist Marillac patients in choosing health plans.

HRSA 340 B Drug Discount Program - Offers discounted medications for our patients.

Rocky Mountain Health Plans/Integrated Care Project - Ensures behavioral health care is always readily available.

School District 51 - Provides abundant space & leadership support to make school-based health care available at Central High School.

St. Mary's Hospital - Affords convenient patient access to discounted lab and radiology services, labor & delivery, nutrition education, occupational/physical/speech therapies.

Western Colorado Community Foundation/Waldeck Fund - Provides donor-directed funding to make patient care available when and where it's needed.

An afternoon in Palisade...



The late-day July heat bounced off the side of what was once a grand home in Palisade that is now (and has been since 1988) the home of Child and Migrant Services (CMS), as men wearing jeans, t-shirts and ball caps filed in for dinner. Holding the door open, the smell of tamales lured us in. These men were here not just for dinner, but for healthcare and vaccines as well.

Since 2005, Marillac has partnered with CMS to provide healthcare screenings for agricultural workers - both men and women - at least once each month of the growing season which starts as early as February with pruning and extends through the fall. The workers are under contract to prune, thin, pick, process, and pack the crops that Palisade is known for: grapes, peaches, cherries, apples, and apricots. They live in housing at the orchard or farm and rely on the grower for food and transportation. The days are long, especially when accompanied by the extreme high temps our Valley is capable of delivering. It is comforting to have an oasis that provides relief from the weather and the routine.

"The farmworkers we see are generally in excellent health," says Derek Diaz, Marillac's Certified Physician Assistant. "However, long hours of work and environmental exposure present unique health difficulties. Taking time off of work can be a hardship, so we come to them. We can also help coordinate follow up care for medical, labwork, behavioral health or dental at either of our clinic sites."

"It just makes sense to support the health of the people who work in the food industry in our valley," says Karla McCann who coordinates each outreach with CMS and individual growers. "We are happy for the partnerships we have that help make this possible."

Marillac's team at CMS provides a basic health screening service that includes vital signs, checking for diabetes, heart, skin conditions and other internal concerns, allergies, and other issues. In addition, Marillac also offers and administers COVID-19 vaccines and eligibility and enrollment support to become a Marillac patient.

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-partners-2/

The generosity of our donors makes our mission possible!

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