Dear Friends,

Pueblo Community Health Center (PCHC) allocates three-fourths of its budget to personnel. Our staff is motivated to serve patients. In 2017, the Board of Directors and management poured significant time and energy into developing our “service culture.”

In the past, developing a service culture was facilitated by the familiarity of working in the same space, knowing virtually all of one’s co-workers and leadership, and shared day-to-day experiences. Today, with multiple sites and 356 staff members, we must work intentionally to sustain a service culture. It is unrealistic to expect everyone to possess the same familiarity with their peers and leaders as we once did, so we must promote our service culture in new ways.

PCHC invested in an employee skill development program called Communicate with H.E.A.R.T. We are pleased to report that 100% of employees participated and learned how to interact with patients, the public, and co-workers through communication techniques that build trust and relationships which are foundational to a culture rooted in service. You will find more information about Communicate with H.E.A.R.T. in this report.

Assuring that a strong service culture is perpetuated and sustained is every bit as important as having enough staff, space, equipment, and funding. Quality relationships, shared experiences, and committed leadership at all levels of the organization are key. These ingredients, based on the core values of dignity, empathy, quality, and customer service, are critical to our success of perpetuating the desired culture. Without an organizational culture focused on service, we can’t achieve our mission, or live up to the core values we champion.

Thank you for your support,

Donald Moore
Chief Executive Officer

Rebecca Goodman
Board President
Who We Are

Mission
Since 1983, Pueblo Community Health Center has provided primary care to those in need

Core Values
◆ Everyone should be treated with dignity and respect, regardless of race, age, gender, disability, values, lifestyle or interests
◆ Compassion and empathy for others is crucial to the success of our organization
◆ Honesty and integrity in relationships is paramount
◆ Providing health care and customer service at the highest level is what our patients deserve
◆ Teamwork and cooperation help Pueblo Community Health Center succeed in our mission

Executive Leadership Team
Donald Moore, Chief Executive Officer
Michael Barris, MD, Chief Medical Officer
Karen Miller, DDS, Chief Dental Officer
Cindy Pratt, Chief Financial Officer

Providers*
Paulina Adjei, CNP
Robert Alsever, MD
Michael Barris, MD
Vanessa Becerril, PA-C
E. James Belfiglio, DMD
Nicole Bower, LCSW
Toni Boyko, PA-C
Richelle Brown, LCSW
Joseph Bulow, PA-C
Michelle Carlo, RDH
Aileen Carlos, CNP
Tom Clemens, LCSW
Courtney Collins, DDS
Prudencio Cosyleon, LCSW
Maria Cramer, LCSW
Penny Daugherty, RDH
Ashlie Davenport, NP
Amy Deitemeyer, PA-C
Dylan DeVries, PA-C
Dana Dooley, CNP
Elizabeth Elsey, LCSW
Lynne Etverts, CNP
Josefina Fitzgerald, DDS
Jennifer Gallegos, CNM
Lauren Gomez, PA-C
Matthew Goodwin, MD
Jeanette Grant, LCSW
Lisa Harmon, MD
Valerie Hauck-Sorensen, CNM
Chad Hess, PA-C
Donald Higdon, LCSW
Dayna Hochevar, PA-C
Alethea Hoewisch, CNP
Brett Hulet, MD
Mary Hund-Snyder, CNM
Cynthia Jimenez, LCSW
Ann Jurewicz, DPM
Denise Kidd, LPC
Richard King, MD
Rona Knudsen, MD
David Krause, MD
Maria Lengele, CNM
Lynn R Leyba, CNP, CNM
Valerie Lobato, PA-C
Kelsey Markenson, FNP
Alyssa McClurg, CNP
Kristi Meyer, LCSW
Karen Miller, DDS
Cherie Milliron, PA-C
James Mobley, DMD
Rachel Nash, PA-C
Grant Nichols, PA-C
Amy Ochle, CNP
Stephanie Parker, DO
Michele Pennington, MD
Jill Pollock, PsyD
Shyla Prijatel, RDH
Patricia Quillen, CNM
Adam Randall, CNP
Wendy Raso, CNM
Dana Riley, MD
Christina Riva, LCSW
Sudheshna Ropp, MD
Jillian Sakariason, DDS
Charmane Sandoval, LCSW
Mark Schwartz, MD
Brett Skyba, LPC
Ansley Smitherman, CNP
Kristie Spellings, DO
Louise Spugnardi, CNP
Brittany Stadterman, PA-C
Lucinda Stegman, CNP
Leandra Stouffer, CNP
Elizabeth Stuyt, MD
Geri Wagner Symons, LPC
Kelly Wetherill, PA-C

* MDs are Board Certified in their specialty
Financial Data

Revenues

- Patient Services Revenue $20,400,959
- Federal $5,656,002
- Pharmacy $3,947,128
- State and Other Grants $1,713,119
- Other Revenue $291,948
- Interest Income $90,469

Total Revenue $32,099,625

Expenses

- Personnel $20,846,422
- Operating $6,532,657
- Other $1,176,324

Consolidated Balance Sheet

- Total Assets $34,609,605
- Total Liabilities $2,379,615
- Net Assets $32,229,990
- Total Liabilities and Net Assets $34,609,605
Patients & Quality

Total Patients:
- 24,171

Total Percentage of Patient by Age:
- Children <18 30%
- Adult 18-64 60%
- Geriatric 65+ 10%

Race and Ethnicity:
- 64% of patients at PCHC are of racial and/or ethnic minority
  The largest percentage of that is comprised of people of Hispanic/Latino ethnicity—59%
- 84% of PCHC patients live at or below 200% of Federal Poverty Level (FPL)
  (FPL at 200% for a family of 4 is annual income of $49,200 in 2017)
- 41% of PCHC patients live at or below 100% of Federal Poverty Level
  (FPL at 100% for a family of 4 is annual income of $24,600 in 2017)

Primary Care Outcomes:
- 18% of patients have hypertension (high blood pressure)
  70% of those patients have their blood pressure under control (<140/90)
- 12% of patients have diabetes
  57% of those patients have their diabetes under control (HbA1c <=8%)
- 14% of patients have depression
  80% of all patients 12 years and older are screened for depression
- 12% of patients have accessed PCHC dental services

Activity at PCHC in 2017:
- Total number of visits (all sites):
  Medical 96,700
  Dental 11,635
  Behavioral Health 10,192
  **118,527**
- Total number of prescriptions filled:
  Routt Pharmacy 42,209
  Park Hill Pharmacy 21,023
  **63,232**

Quality Care:
- Early Access to Prenatal Care 82%
- Adult Weight and Screening 96%
- Cholesterol Treatment 89%
- Asthma Treatment 93%
- Ischemic Vascular Disease 85%
- Tobacco Screening and Intervention 95%
- Number of Babies Delivered 466
In 2017, Pueblo Community Health Center, with support from its board of directors, embarked on an ambitious customer service training program to improve all patient, co-worker, family, and caregiver interactions. The organization’s goal was 100% employee training and participation in the two-hour, two class curricula before November 1, 2017.

Spoiler alert: WE DID IT!

The Cleveland Clinic-developed program, Communicate with H.E.A.R.T., offered practical skills and tools for employees to use as standards of behavior for all communication.

The first class, **S.T.A.R.T. with Heart**, provided an uncomplicated way for all to remember nine key Expected Service Behaviors in a highly interactive environment.

The acronym, **S.T.A.R.T.** stands for **S**mile, **T**ell your name, **A**ctive listening and assist, **R**apport and relationship building, and **T**hank.

The second training, **Respond with H.E.A.R.T.**, is an innovative service recovery model used throughout the Cleveland Clinic health system. The training provided employees with tools to help them consistently address patients’ concerns at the point of service. It empowers employees to communicate with patients, families, and co-workers, compassionately.

The **H.E.A.R.T**. acronym stands for **H**ear, **E**mpathize, **A**polo ligize, **R**espond, and **T**hank. During the training, employees practiced skills in small groups, using real life situations, role plays, and table discussions.

The facilitators of both classes were PCHC employees intensively trained by Cleveland Clinic staff. With the successful completion of the trainings, it is the expectation of the organization that all employees are living up to the core values of PCHC and making every interaction positive, every time, and treating others with the dignity and respect they deserve.

### Post-Training Survey Responses

In November 2017, PCHC, with the assistance of consulting services of Newmeasures, LLC, administered an engagement, culture, and leadership survey. All providers and employees were asked to reflect on their impressions of the organization. Below is a sampling of the feedback post-**Communicate with H.E.A.R.T.** training:

<table>
<thead>
<tr>
<th>Question</th>
<th>Providers</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I understand how the work I do contributes to the mission of PCHC”</td>
<td>93%</td>
<td>92%</td>
</tr>
<tr>
<td>“I believe we are actively working to improve our service culture”</td>
<td>98%</td>
<td>84%</td>
</tr>
<tr>
<td>“I would not hesitate to recommend PCHC to a person in need of care”</td>
<td>93%</td>
<td>83%</td>
</tr>
<tr>
<td>“I plan to stay with PCHC for at least the next 12 months”</td>
<td>92%</td>
<td>85%</td>
</tr>
<tr>
<td>Survey Participation rate</td>
<td>92%</td>
<td>96%</td>
</tr>
</tbody>
</table>

Percentages are of favorable responses.
Dear PCHC Friends of Foundation,

Art is long, and Time is fleeting. ~Henry Wadsworth Longfellow

While this was another year of business activity at PCHC Foundation (including the addition of several new board members, election of officers, investment policy revisions, etc.), one of the most exciting happenings was the donation of a beautiful piece of artwork.

Long-time employee, Wendy Raso, and her husband Gary, donated a limited-edition serigraph by Leroy Neiman in honor of Wendy’s father, Richard A. Thomas. This colorful and magnificent piece depicts a circus scene and is now hanging in the waiting room on the 3rd floor of the Colorado Avenue Clinic. Please stop by next time you are in the neighborhood to see it.

The PCHC Foundation Board of Directors spent a significant amount of time preparing to host the second annual “Killer Keyz” dueling pianos show on October 20th at the Union Depot. With an audience of 300+, the ballroom boomed with crowd favorites such as “Proud Mary” and “Sweet Caroline”. The show delighted attendees with two pianos and players who sang, entertained, and encouraged audience participation. All funds collected for song requests were donated back to PCHCF and, with the successful silent auction sales, helped us achieve one of our highest grossing events yet.

PCHC’s newsletter, Health Care Happenings, is an opportunity for us to showcase the organization’s programs, staff, and updates from our CEO on a quarterly basis. If you are not currently receiving the newsletter mailings, and would like to be added to our list, please let us know by calling (719) 543-8718 x192 or emailing dskyba@pueblochc.org. We appreciate your feedback and the opportunity to engage our donors, community supporters, and others interested in the work of PCHC.

And because it’s so much fun, the dueling pianos will be back for a third year! Please consider attending on Friday, October 19th. To learn about sponsorship opportunities or how you can become more involved in PCHC Foundation, please contact us.

Thank you for your interest and generosity. We are truly grateful. PCHC Foundation could not continue to assist the Health Center without your support of our mission.

Sincerely,

Laura Kelly, MSA
Chief Development/Foundation Officer

Tina Gage
Board President

PCHC Foundation Board of Directors 2017

Tina Gage, President
Henry Roman, EdD, Past-President
John B. Cordova, Vice-President
Leah Willey, Secretary/Treasurer
Nick Donovan, Board Member
Cynthia Parker, Board Member
Ann Marie Pruden, Board Member
Janella Sandoval, Board Member
Gordon Seybold, Board Member
Jeffrey C. Shaw, Esq, Board Member
Valerie Shisler, Board Member
Rosina Moreno Sonntag, Board Member
Abel J. Tapia, Board Member
Locations

Colorado Avenue Clinic
300 Colorado Avenue
Pueblo, Colorado 81004
(719) 543-8711

Pharmacy & Administrative Services (Patient Registration, Patient Accounts & Human Resources)
110 East Routt Avenue
Pueblo, Colorado 81004
(719) 476-0214 (Pharmacy)
(719) 543-8711 (Administration)

Park Hill Clinic & Pharmacy
1302 East 5th Street
Pueblo, Colorado 81001
(719) 543-8711 (Medical)
(719) 476-0220 (Pharmacy)

O’Rourke Dental Clinic
2030 Lake Avenue
Pueblo, Colorado 81004
(719) 564-4823

Avondale Clinic
328 Avondale Boulevard
Avondale, Colorado 81022
(719) 543-8711

Grand Avenue Clinic
1008 North Grand Avenue
Pueblo, Colorado 81003
(719) 543-8711

Central High School-Based Wellness Center
216 East Orman Avenue
Pueblo, Colorado 81004
(719) 543-8711

East High School-Based Wellness Center
9 MacNeil Road
Pueblo, Colorado 81001
(719) 543-8711

Pueblo County High School-Based Wellness Center
1050 35th Lane
Pueblo, Colorado 81006
(719) 543-8711

Centennial High School-Based Wellness Center
2525 Mountview Drive
Pueblo, CO 81008
(719) 543-8711

Risley International School-Based Wellness Center
625 Monument Avenue
Pueblo, Colorado 81001
(719) 543-8711

Pueblo Community College Student Health Clinic
900 W. Orman Avenue, MT 118
Pueblo, Colorado 81004
(719) 543-8711

Walsenburg OB Clinic
129 Kansas Avenue
Walsenburg, Colorado 81089
(719) 543-8711

Administration & Foundation
112 East Pitkin Avenue
Pueblo, Colorado 81004
(719) 543-8711