



Pueblo  
Community  
Health Center



Annual Report 2017



# Pueblo Community Health Center

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



Donald Moore  
Chief Executive Officer



Rebecca Goodman  
Board President

## PCHC Board of Directors 2017

Rebecca Goodman, President  
Michelle Hill, Past-President  
Chris Markuson, President-Elect  
Jay Richter, MD, Treasurer  
Arthur Yarbrough, Jr., LCSW, Secretary  
Louis Balizet, MD, Board Member  
Jae Brimhall, DMD, Board Member  
Shirley Cordova, Board Member

Michael Gage, Board Member  
Shantel Gallegos, MSN, Board Member  
Rev. John Mark Hild, Board Member  
Amy Jimenez, Board Member  
Veronica Ibarra, Board Member  
Linda Rikhoff, RN, Board Member  
Teresa Romero, Board Member

Cover photo: L to R: Employees Annie Aragon, LPN and Kari Tatinski, RN, *Communicate with H.E.A.R.T.* facilitators, preparing to teach a class.

# 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

David Krause, MD, Chief Medical Officer  
Justin McCarthy, Chief Operations Officer  
Laura Kelly, Chief Development/Foundation 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 Collings, 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 Evetts, 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 Millirons, PA-C  
James Mobley, DMD  
Rachel Nash, PA-C  
Grant Nichols, PA-C

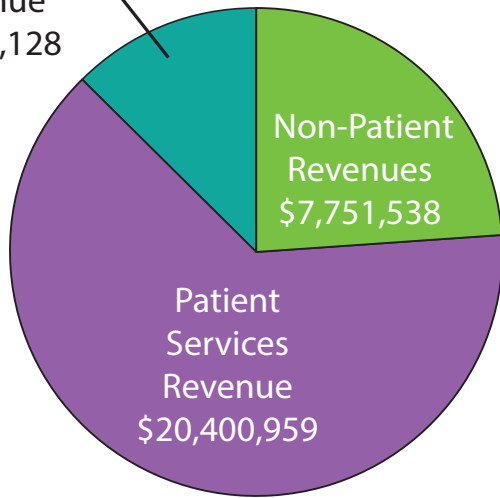
Amy Ochle, CNP  
Stephanie Parker, DO  
Michele Pennington, MD  
Jill Pollock, PsyD  
Shyla Prijatel, RDH  
Patricia Quillen, CNM  
Adam Randall, CNP  
Wendy Raso, CNM  
Dana Riley, MD  
Christina Riva, LCSW  
Sudheshna Ropp, MD  
Jillian Sakariason, DDS  
Charmayne Sandoval, LCSW  
Mark Schwartz, MD  
Brett Skyba, LPC  
Ansley Smitherman, CNP  
Kristie Spellings, DO  
Louise Spugnardi, CNP  
Brittany Stadterman, PA-C  
Lucinda Stegman, CNP  
Leandrea Stouffer, CNP  
Elizabeth Stuyt, MD  
Geri Wagner Symons, LPC  
Kelly Wetherill, PA-C

\* MDs are Board Certified in their specialty



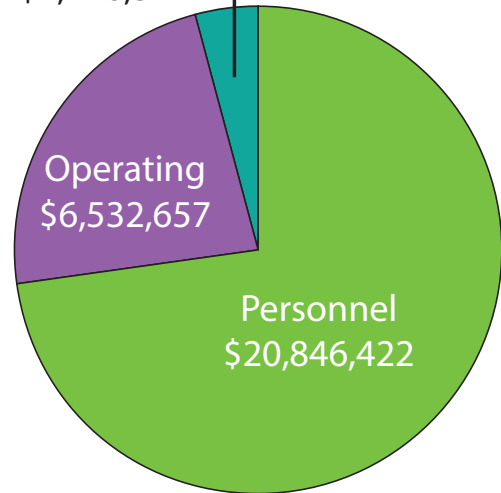
# Financial Data

Pharmacy  
Revenue  
\$3,947,128



## Revenues

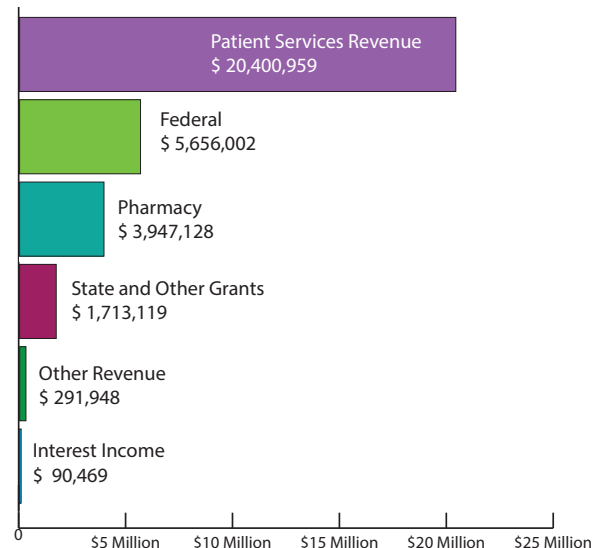
Other  
\$1,176,324



## Expenses

## Revenue Summary

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
<b>Total Revenue</b>	<b>\$32,099,625</b>



## Consolidated Balance Sheet

Total Assets	\$ 34,609,605
Total Liabilities	\$ 2,379,615
Net Assets	\$ 32,229,990
<b>Total Liabilities and Net Assets</b>	<b>\$34,609,605</b>

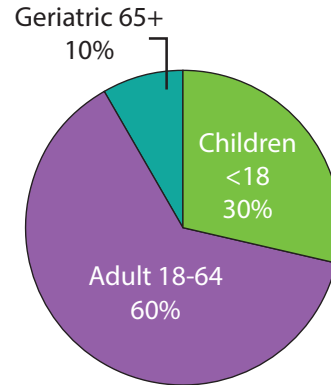
# Patients & Quality

## 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
<b>Total</b>	<b>118,527</b>
- ◆ Total number of prescriptions filled:

Routt Pharmacy	42,209
Park Hill Pharmacy	21,023
<b>Total</b>	<b>63,232</b>

## 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

# Service Culture

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 Smile, Tell your name, Active listening and assist, Rapport and relationship building, and Thank.

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 Hear, Empathize, Apologize, Respond, and Thank. 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:

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

*Percentages are of favorable responses.*



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— F O U N D A T I O N —

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](mailto: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



Laura Kelly  
Chief Foundation Officer



Tina Gage  
Foundation 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

**Administration & Foundation**

112 East Pitkin Avenue  
Pueblo, Colorado 81004  
(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

