

Chiricahua Community Health Centers, Inc.



2011 ANNUAL REPORT





EXECUTIVE SUMMARY

Jennifer “Ginger” Ryan, MBA/Ph.D.

Chief Executive Officer

Chiricahua Community Health Centers, Inc. is a part of a nation wide safety net of primary care providers that stretch across the United States. CHCs enjoy support from both sides of Congress because we are the most effective and efficient health care available – and the best.

Community Health Centers now serve as the medical home for 20 million low-income and medically underserved people in 8,000 communities across the United States. This national service level is expected to reach 40 million by 2015. Patients who receive the majority of their ambulatory care at community health centers have 24% lower annual overall medical expenditures than those who do not.

Community Health Centers save \$24 billion (\$1,200 per patient annually) in reduced emergency, hospital and specialty care costs. This includes \$6 billion nationally in combined state and federal Medicaid savings including a \$6 million savings for the Arizona AHCCCS program. Community health center Medicaid beneficiaries are 19% less likely to use the emergency room and 11% less likely to be hospitalized for preventable conditions than those who use other providers. The community health center model of care is cost effective and will play a major role in reducing national health care costs.

Community Health Centers and their patients will benefit greatly from the health care reforms coming through the Affordable Care Act:

- New funding will allow the network to double its service capacity as more people will be eligible for Medicaid/AHCCCS and private health insurance.
- Medicare reimbursement will improve the health insurance exchanges that will provide private insurance coverage will pay community health centers better for their work.
- New loan repayment funding will increase the number of providers and there will be financial support for teaching the next generation of primary care providers.

There are 16 community health centers in Arizona who operate in 150 rural and urban underserved communities serving as the medical home for 500,000 patients. The Arizona community health center network expects to serve 1 million people by 2015.

Nationally, community health centers have generated over \$20 billion in total economic benefits and produced nearly 190,000 jobs. CHCs are positioned to generate \$54 billion in economic benefits and produce 284,000 new jobs by 2015. In Arizona, community health centers injected close to \$197 million directly into the local economies, 3,000 jobs in health centers and 1,100 jobs in the communities served.

Locally, in 2011 Chiricahua Community Health Centers:

- Created jobs for 172 employees which resulted in an additional 108+ jobs in the greater community ($172 \times 0.63 = 108.36$)
- Produced a \$6,500,000 annual payroll which supported an additional \$2,145,000 spending by employees ($\$6,500,000 \times 0.33 = \$2,145,000$)

CCHCI now operates four clinics, three mobile units from four administrative sites. In 2011 we opened the Pediatric Center of Excellence in Douglas and won a statewide award “In recognition and demonstration of a truly innovative approach resulting in improved patient outcomes, reduction in health disparities, greater level of efficiency and effectiveness in the delivery of primary care” from the Arizona Association of Community Health Centers.

This Annual Report outlines the amazing growth and success we have enjoyed in 2011. As the moral test of a society is found in how it treats its most vulnerable members, the success of community health centers represent the conscience of the nation.

I am proud to be a part of this organization.

MISSION

To provide quality; efficient health care to all in Cochise County and beyond, regardless of ability to pay.

VISION

CCHCI's is a self supporting, primary health care network that provides a full range of coordinated, accessible and valued health services to persons of all ages throughout Cochise County and beyond.

MEDICAL DIRECTOR EMERITUS REPORT

John Haun, MD

The CCHCI outreach program in the Yuma area has presented an opportunity for the Medical staff to render medical services to the field workers there through our Mobile Medical unit on a semi-urgent basis. Many undiagnosed/untreated cases of diabetes and hypertension have been found and started on treatment and provided with diabetic and hypertensive education. Continued improvement and increased efficiency has resulted from our Continuous Quality Improvement program, with many effective teams working throughout the past year.

The Medical Staff has been engaged in the implementation of the Medical Home Model and is moving continuously toward an evidence-based medical practice in the clinics. This will be supported with disease specific Clinical Guidelines and Clinical Pathways. Our Diagnostic Retinal Camera has been in use for a year now and has been a wonderful asset in screening patients for diabetic retinopathy who might otherwise not have been able to have that testing done. This helps to institute early treatment and prevent or delay visual loss.

MEDICAL DIRECTOR OF COMMUNITY PEDIATRICS REPORT

Jonathan Lee-Melk, MD

The CCHCI Pediatric Program has had our best - and busiest - year yet! The highlight was of course the opening of our 'new' Pediatric Center of Excellence (PCE) in June, renovated from the historic 15th Street School. The same school building that had served the Douglas community's children for ninety years now has a renewed mission to provide extensive pediatric health and wellness services for the entire region. Seeing families arrive to seek medical services for their children in this state-of-the-art clinical space is incredibly satisfying for all of us involved in bringing this truly remarkable project to life.

However beautiful the building is that houses the PCE, our program is only as 'excellent' as the professionals that provide the services inside. This is precisely where I feel the most pride, as the quality of the clinical and administrative professionals that we are now attracting to the PCE is impressive. A total of 30 highly-trained professionals worked in the PCE in 2011, including five pediatricians, four pediatric-trained nurse practitioners/physician assistant, and even a speech therapist. We all work together as a team, with the intention of providing a pediatric medical home on par with any community pediatric center anywhere. I can assure you that our group cares deeply about the services that we are striving to provide to our region's children.

Our state-of-the-art Mobile Medical Clinic (MMC), donated to us by the Children's Health Fund in 2010, has been increasingly busy providing medical services to both adults and children throughout Cochise County. The MMC is staffed by a highly-motivated team who are skilled at working in this unique environment, and includes a pediatrician and a family nurse practitioner. We are looking forward to a year of continued growth and maturation of a program that literally brings healthcare to the doorsteps of communities that often need it the most.

Despite the growth in numbers of our team this past year, community need continues to regularly surpass our capacity to meet the demand. Therefore, recruitment and retention of highly-qualified pediatric providers remains a top priority for this coming next year. In order to more systematically

address our community's childhood obesity epidemic, we are hopeful to recruit a highly-qualified registered dietician to work in tandem with our pediatric providers. Providers and families alike are excited to see more pediatric specialists (including cardiology, pulmonology, ENT, and neurology) show interest in providing sub-specialty clinics right here in Douglas—eliminating countless trips to Tucson. Even though we've come so far, probably the most exciting part of all is that we are just getting started...

FAMILY MEDICAL DIRECTOR'S REPORT

Stephen Lindstrom, MD

It is my pleasure to provide you with the Annual Report for the Year of 2011. Our Family Practice patient population is steadfast and we are committed to rendering excellent Family Medicine to our service areas. We continue to carefully examine new opportunities for improving care and looking for new ways to be cost efficient. In the Year 2011 we welcomed two Nurse Practitioners to our practice - Katie McNeff, Women's Health CNP and Katie Gonzales, FNP.

In an effort for quality care we also hired a Lab Supervisor, which has allowed us to have a more unified and systematic Lab Department. The New Year in 2012 is also looking promising with the introduction of a Provider Incentive Bonus Program which measures productivity as a group and as a team. As we continue to strive for more excellence in our care we continue to recruit excellent providers to join our team and our patients can continue to be confident in the delivery of such.

DENTAL DIRECTOR REPORT

Dale Parry, DDS

This past year has seen significant change within the dental department at CCHCI. The physical facility has been expanded to include a three operator clinic housed at the Ginger Ryan Clinic in Douglas. This brings our operator count to eight, with three at our Elfrida clinic and two on the mobile dental unit (MDU). Our current providers include two full-time dentists Dr. Mario Fragoso, and Dr. Micheal Lindstrom. One fulltime hygienist, Jane Sobel RDH and one part-time hygienist Julie Gamez RDH. In addition to my managerial responsibilities I work two to three days in the clinics and fill in when others are on vacation. Our dental coordinator, Lori Faccio, keeps things running organizing the schedules of all assistants and providers, a daunting task! We are actively recruiting both another full-time dentist and hygienist as the patient demand exceeds our current manpower.

The scope of the dental practice has been expanded to include most specialty areas of dentistry including dental implants and sedation with nitrous oxide. This has reduced the need to refer patients outside the practice and has enhanced revenue production. The dental department now has the ability to be an economic engine capable of subsidizing other revenue neutral but necessary health service programs within CCHCI.

The local community has been very receptive to our efforts to change the cultural misconception that dental disease and tooth loss is normal and acceptable. Through our school programs we are reaching kids at an age where we can influence attitudes and alter disease processes via education and preventive services. On behalf of the entire dental team I would like to thank the administration and the board of directors for supporting the dental department and acknowledging the importance of dental health as an integral part of the overall health of the patients we serve.



Chiricahua Communi



ty Health Centers, Inc

PROVIDERS - Medical Staff



John Haun, MD
Medical Director, Family Practice
Board Certified Family Practice



Jonathan Lee-Melk, MD
Medical Director
of Community Pediatrics
Board Certified Pediatrics



Stephen Lindstrom, MD
Medical Director of Family Services
Board Certified Pediatrics



Lanaya Turner, FNP
Certified Family Nurse Practitioner



Elizabeth Fabry, ANP
Certified Adult Nurse Practitioner



Jane Williamson-Davenport, FNP
Certified Family Nurse Practitioner



Jack Hoffman, MD
Internal Medicine



Deborah Moroney, MD
Family Practice



Prido Polanco, MD
General Practice



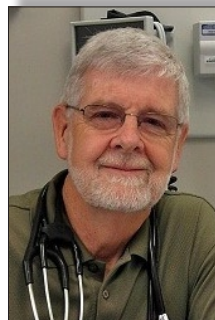
Karen Crockett, MD
Family Practice



April Alvarez-Corona, MD
Pediatrics



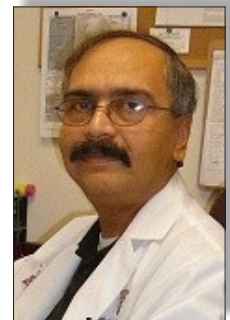
Darlene Ray, MD
Board Certified Pediatrics



John Seward, MD
Board Certified Pediatrics



Dia Madden, FNP
Certified Family Nurse Practitioner



Shahedul Islam, MD
Board Certified Internal Medicine



Katie McNeff, WHCNP
Women's Health
Certified Nurse Practitioner



Carlos Pena, PA
Certified Physician Assistant



Anne Welch, MD
Board Certified Pediatrics



Mario Moreno, ANP
Adult Nurse Practitioner



Katie Gonzales, FNP
Certified Family Nurse Practitioner

PROVIDERS - Dental Staff



Dale Perry, DDS
Director of Dental Services
Board Certified Dentist



Mario Frago, DDS
Dentist



Michael Lindstrom, DDS
Board Certified Dentist



Jane Sobel
Registered Dental Hygienist



Julie Gamez
Registered Dental Hygienist

PROVIDERS - Behavioral Health



Russel Christopher, MD
Board Certified Psychiatrist



Marybeth Webster, Ph.D.
Registered Art Therapist



Kenny Miller
Accredited/Licensed
Clinical Social Worker



Cheryl McNeeley, SLP
Certified Speech Language Pathologist



LEADERSHIP



Jennifer "Ginger" Ryan, MBA/Ph.D.
Chief Executive Officer



Gary "Mac" McPherran
Chief Financial Officer



Richard Sampson
Director of Facility Operations/IT



**John Haun, MD
ABFM, ABMM, FAAFP**
Medical Director



Stephen Lindstrom, MD, FAAP
Medical Director of Family Services



Jonathan Lee-Melk, MD, FAAP
Medical Director of Community Pediatrics



Julie King
Director of Human Resources



Edith Sampson, RN BSN
Director of Nursing



Dale Parry, DDS
Director of Dental Services



Melinda Haun, RN
Certified Diabetes Educator



Sally Holcomb
Pediatric Center of Excellence Clinic Manager



Diana Verdugo, RN BSN
Risk Manager



Noemi DeCastro
Community Relations



Linda Noga
Elfrida Clinic Manager



Melissa Ramirez
Bisbee Clinic Manager



Susan Lange, RN BSN
Director of Community Outreach

BOARD OF DIRECTORS

Michael Holland, Bisbee - President
Betty Piper, Elfrida - Vice-President
Carrie Gustavson, Bisbee - Secretary/Treasurer
Manny Álvarez, Elfrida
Irene Cornejo, Douglas
Elisa De La Cruz, Elfrida
Bob Fernández, Douglas - Associate Member
Lourdes Fernández, Douglas
Phil Koop, Mc Neal
Vicki Brand, Pearce
Glenn Law, Elfrida
Penny Law, Elfrida



2011 HIGHLIGHTS

January

- Attempted assassination of U. S. Congresswoman Gabrielle Gifford
- Sierra Vista New Access Point Grant submitted
- Dr. Stephen Lindstrom is promoted to Medical Director for Family Services

February

- CCHCI purchased the Douglas Administrative Building at 1205 F Avenue

March

- Dr. John Haun assumes the role of Medical Director Emeritus
- Katie McNeff, Women's Health Nurse Practitioner, joins CCHCI staff
- Dr. Ryan travels to Washington DC to meet with members of Congress

April

- The Mobile Medical Clinic makes its first visit to Winchester Heights
- CCHCI receives continuation of the Ryan White Grant

June

- The 15th Street Pediatric Center of Excellence opens in Douglas
- Dr. Alvarez-Corona travels to Washington DC to meet with The Children's Health Fund
- The Mobile Medical Clinic provides relief and support services to Sierra Vista during the Monument Fire

July

- CCHCI receives a perfect score on the Annual Financial Audit
- Elfrida East administrative offices are opened
- Dr. Anne Welch, Pediatrician, joins the CCHCI staff

August

- Dia Madden is honored by the Sierra Vista Fire Department for the assistance given by the MMC during the Monument Fire
- Michael Holland becomes the CCHCI Board President

September

- CCHCI receives a Patient Centered Medical Home Grant
- A booth is sponsored at the Cochise County Fair

October

- Department of Justice renews CCHCI's Domestic Violence Prevention Grant
- CCHCI receives a recognition award from the House of Hope

November

- Construction on the Douglas Dental Facility begins
- Dr. Macias, Pediatric Cardiologist, provides specialty services at the PCE
- Cheryl McNeeley begins speech therapy services at PCE
- Bob Fernandez, Board Member representing Douglas, passes away

December

- CCHCI attends the Yuma Farm Worker Health Fair in Yuma
- Melinda Haun, RN/CDE, is awarded the American Diabetes Association Care Award

2011 PATIENT SNAPSHOT

23,500 patients served

56% Uninsured
24% Medicaid
22% Under the age of 18
65% Below the federal poverty level

Insured status of our patients

24% Medicaid
50% Uninsured
16% Private insurance
4% Medicare
6% Self Pay

Demographics by age

22% Pediatrics (0 – 17)
49% Adults (18 – 54)
29% Seniors (55+)

Demographics by ethnicity

68% Hispanic
22% Anglo
1% Native American
1% African American
8% Unreported



FINANCIALS

2011 FISCAL YEAR IN REVIEW

Revenue and Public Support

Federal Grant	\$ 3,609,688
Patient Generated Revenue	\$ 5,413,543
Other Grants	\$ 886,032
Donations	\$ 13,250
In-Kind Contributions	\$ 491,923
Other Income	\$ 36,530

Total Revenue & Public Support \$ 10,450,966

Expenses

Medical, Dental, BH	\$ 7,385,423
Administration	\$ 1,916,096
Depreciation	\$ 388,203
Interest	\$ 24,675
In-kind Expenses	\$ 491,923

Total Expenses \$ 10,206,320

Unrestricted Net Assets \$ 6,088,624



CLINICS & MOBILE UNITS



Elfrida

- Cliff Whetten Clinic
- Community Garden
- Elfrida East
- Mobile Dental Clinic



Sierra Vista

- Administration
- Mobile Medical Clinic



Cochise County

Sierra Vista Elfrida
Bisbee Douglas

Bisbee

- Bisbee Clinic
- Diabetic Education Center



Douglas

- Jennifer "Ginger" Ryan Clinic
- Administration / Business Office
- Pediatric Center of Excellence



CLINIC LOCATIONS

Jennifer ‘Ginger’ Ryan Clinic

1100 F Avenue, Douglas, AZ 85607
520-364-3285
Mon-Thurs: 7am-7pm
Fri: 8am-5pm Sat: 9am-3pm
Dental Mon-Thurs: 7am-5pm

Administration / Business Office

1205 F Avenue, Douglas, AZ 85607
520-364-1429

Cliff Whetten Clinic

10566 Highway 191, Elfrida, AZ 85610
520-642-2222
Mon-Thurs: 7:30am-5pm Fri: 8am-5pm
Dental also every other Sat: 9am-3pm

Bisbee Clinic

108 Arizona Street, Bisbee, AZ 85603
520-432-3309
Mon-Fri: 8am-5pm Sat: 9am-3pm

15th Street Pediatric Center of Excellence

815 15th Street, Douglas, AZ 85607
520-364-KIDS(5437)
Mon-Thurs: 8am-7pm
Fri: 8am-5pm Sat: 9am-3pm

Sierra Vista / Mobile Medical Clinic

4655A Commerce Drive, Sierra Vista, AZ 85635
520-459-3011

Diabetic Education Center / Ryan White

310 Arizona Street, Bisbee, AZ 85603
520-432-3168

CLINIC SERVICES

- General Physicals
- Chronic Disease Management (Diabetes Care & Education)
- Women’s Health
- Pre-natal Care
- Pediatric Center of Excellence
- Dental Care
- Patient Assistance Prescription Medication Program
- CDL Physicals
- Family Planning Services
- On-Site Laboratory Services
- Behavioral Health Services
- Art Therapy
- Twenty-four Hour Call
- Transportation Services
- Flu Shots
- School Physicals
- Preventive Medicine
- Well Woman HealthCheck Program
- Mobile Dental Unit
- Sembrando Salud/Sowing Wellness
- Elfrida Community Garden & Farmers Market
- HIV/AIDS Care
- Quality Pediatric Services
- Case Management