



Tess Montano-Forth, wife of AHS Board Treasurer Chuck Forth, smiles with her daughters **Sich**, left, and **Seeley**. Their children are patients at Cortez Integrated Healthcare.

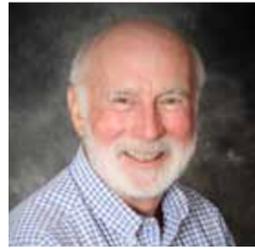
Annual Report 2018

Governance & Leadership

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CHIEF EXECUTIVE OFFICER



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CHIEF OPERATING OFFICER



Pam Wise Romero, Ph.D.
CHIEF CLINICAL OFFICER

OUR MISSION

Axis Health System will make a meaningful difference in the health of Southwest Colorado residents by integrating all aspects of healthcare and treating the whole person.

Reflections on our values in action



A MESSAGE FROM THE BOARD PRESIDENT

These are, indeed, challenging times. Is anyone, either personally or professionally, immune from what life dishes out? I think not. Circumstances and change are coming quickly, and the call is to rise up and meet the challenge. I know for myself that taking responsibility for my own health is increasingly important.

Here at Axis Health System, we realize that the role we play in providing the means for patients to achieve good health is primary in each patient realizing this goal. How do we do this? One example is by providing alternative treatment, such as mindfulness and training for lifestyle changes and diet. All of this fits into our mission of treating the whole person.

Axis plays an integral part in the community in suicide prevention and intervention. The recent fires in the area brought grief and trauma to many people, and Axis was and is there standing ready to provide what is necessary. Collaborating with other agencies to meet the needs of the homeless and indigent brings us all together to find a common solution to a problem that affects us all. The list goes on when it comes to everyday challenges. We are here to meet the needs of our community in the myriad ways required.

We are committed to the integrated care model, whole patient health, that was first conceived over a dozen years ago and confirmed by many examples of successful outcomes and changing lives for the better. It is no small endeavor. The fact is that it improves the quality of care. It is the leading edge of health services because it works. Our patients are the proof of that.

Many thanks to our CEO and staff for their hard work and dedication to this guiding principle of care. They are the boots on the ground in making it happen.

– **John Albright**
President

OUR VALUES

Making a meaningful difference

Supporting family, job and intimate relationships

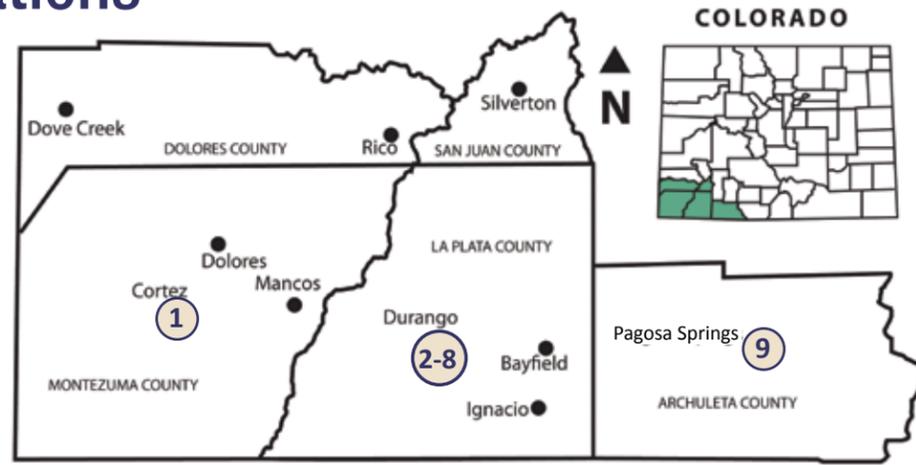
Engaging all consumers and family members to the best of our ability

Patient and consumer partnership

Culture of change and intrapreneurship

Commitment to excellence

Our Locations



CORTEZ INTEGRATED HEALTHCARE
691 East Empire Street
Cortez, CO 81321 970.565.7946



LA PLATA INTEGRATED HEALTHCARE
1970 East Third Avenue
Durango, CO 81301 970.335.2288



**AXIS HEALTH SYSTEM
ORAL HEALTH CLINIC**
2530 Colorado Avenue, Suite A
Durango, CO 81301 970.335.2442



**SCHOOL-BASED INTEGRATED HEALTHCARE
AT DURANGO HIGH SCHOOL**
2390 Main Avenue
Durango, CO 81301 970.375.3832



CORPORATE OFFICE
185 Suttle Street
Durango, CO 81303 970.335.2444



COLUMBINE BEHAVIORAL HEALTHCARE
281 Sawyer Drive, Suite 100
Durango, CO 81303 970.259.2162



CROSSROADS AT GRANDVIEW
1125 Three Springs Boulevard
Durango, CO 81301 970.403.0180
24-Hour Crisis Care: 970.247.5245



**SCHOOL-BASED INTEGRATED HEALTHCARE
AT FLORIDA MESA ELEMENTARY SCHOOL**
216 Highway 172
Durango, CO 81303 970.385.1168



ARCHULETA INTEGRATED HEALTHCARE
52 Village Drive
Pagosa Springs, CO 81147 970.264.2104

Reflections on the Past Year



A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Axis Health System has been serving the residents of Montezuma, Archuleta, Dolores, La Plata and San Juan counties for 58 years. That is a very long time, and over that time there have been many changes. Yet, in the 18 years of this administration, we have never faced the level of challenge we face today. Federal gridlock has resulted in no new funds to establish FQHCs – keeping us from adding Archuleta Integrated Healthcare (AIH) to our Community Health Center system. At the State level, the merging of the Behavioral Health Organizations into the new Regional Accountable Entities (RAE) and proposed changes to the mental health crisis system has the potential to undo a history of effective, local care design. Lastly, Medicaid enrollment, a major source of Axis’ funding, is declining and the numbers of uninsured are growing.

Challenges are nothing new to Axis, and we have been hard at work making lemonade out of the lemons of change. We led the negotiation of our RAE subcontract, successfully redesigning payment and care responsibilities to ensure the best possible care for our patients/clients. Continuing our transformation to a fully integrated healthcare system, we integrated primary care into our AIH services, moving AIH to the highest Level 6 integration. Having already received certification of La Plata Integrated Healthcare as a Patient-Centered Medical Home, we are on the verge of securing the same certification for Cortez Integrated Healthcare.

Sound leadership both addresses change in the present and leads change in the future. Axis is leading three initiatives that could have a substantive impact on future care in our communities. The first is the establishment of Southern Colorado Healthcare Network, LLC. This is an organization of 11 of the 12 Community Health Centers and Community Mental Health Centers serving the 30 counties of southern Colorado. Not seeking any government grants, this organization’s goal is to improve local care through shared investment and innovation. Our second initiative is in our piloting of the CAT-MH. Out of the University of Chicago and in partnership with the University of Colorado School of Medicine, this initiative takes healthcare screening to a new level that is diagnostic, prescriptive and predictive – potentially a game-changer.

In La Plata County, we have just put together a Community Collaborative on Homelessness that brings together governmental and nonprofit entities serving homeless populations to explore, recommend and support the best and most innovative solutions to this tough issue.

Our ability not only to withstand these challenges but to thrive in these times and better serve our communities is due in no small part to our Board of Directors. My sincere thanks to them.

Yet again, I have to also express my deepest gratitude to our management team and our incredible staff for all their hard work and their commitment. There is not a better group anywhere.

– Bernard Heath Jr., Ph.D.
Chief Executive Officer

“Challenges are nothing new to Axis, and we have been hard at work making lemonade out of the lemons of change.”

Patient Experience

At Axis Health System we actively review patient satisfaction feedback and value it greatly. We use this information to improve the overall patient experience and quality of care. When patients have a great experience, they tend to engage more effectively with their own care – which in turn leads to better health outcomes. As a measure of patient experience, we conduct patient satisfaction surveys twice a year. In May 2018, we collected 316 surveys across seven locations. The survey results are shown at right. Our current patient satisfaction remains very high with most questions scoring at 90% or higher.

HIGHEST PATIENT SATISFACTION WAS REFLECTED IN THE FOLLOWING MEASURES:

- 92%** felt their AHS provider encouraged them to ask questions and provided opportunities to participate in the development of their care plan
- 95%** felt their AHS provider listened to the reasons for their visit
- 97%** felt they were treated with dignity and respect by AHS staff
- 98%** felt their wait time to see their AHS provider was reasonable
- 90%** would recommend an acquaintance, friend or family member to their AHS provider
- 98%** felt their provider explained things in a way that was easy to understand



“Our visit was so great that the girls were genuinely excited about coming back to the doctor’s office. They were both really comfortable. I think that starting a lifetime of good health starts with a great pediatrician – and we’ve found that in Dr. Pearsall.”

– Tess Montaña-Forth

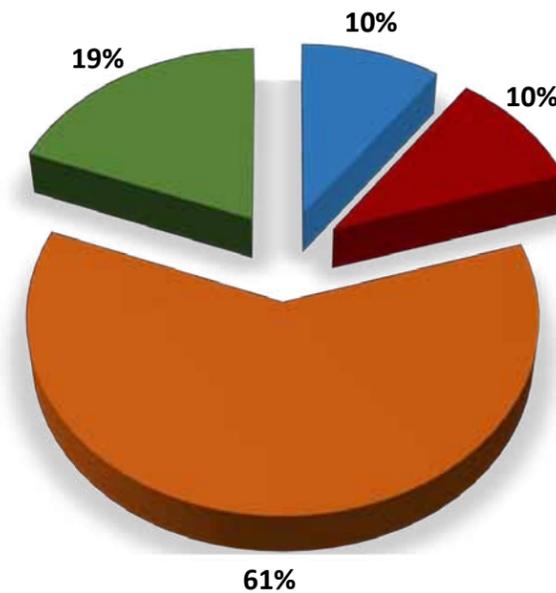
Pediatrician **Dr. John Pearsall** greets a young patient at Cortez Integrated Healthcare.

Patient Data

TOTAL PATIENTS SERVED IN FY 2018: 10,551

PATIENT AGES

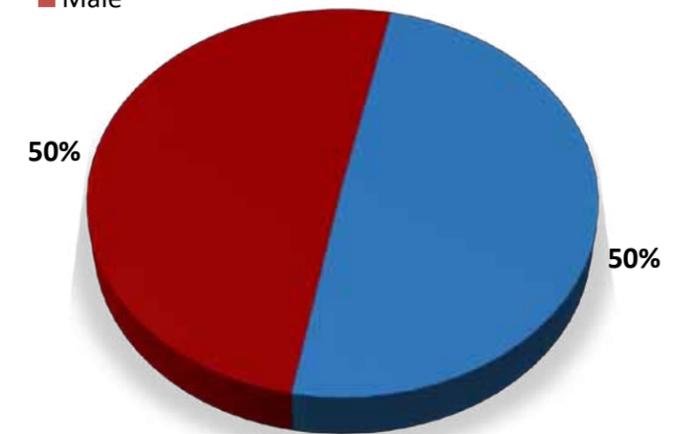
- 0 to 11 years
- 12 to 17 years
- 18 to 59 years
- 60+ years



Chris Ziegler, right, EMT Supervisor for Regional Crisis, meets with a resident during the Silverton 9Health Fair on April 28.

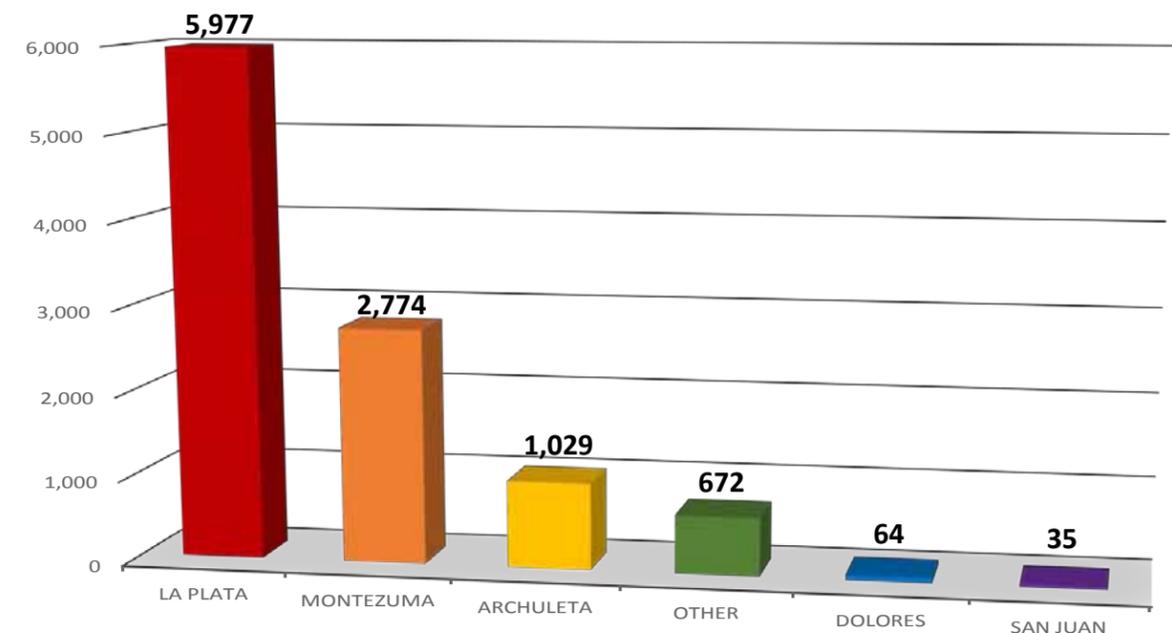
PATIENT GENDER

- Female
- Male



PATIENTS SERVED BY COUNTY

- La Plata
- Montezuma
- Archuleta
- Other
- Dolores
- San Juan



La Plata Integrated Healthcare is recognized as a Patient-Centered Medical Home (PCMH) through the National Committee for Quality Assurance (NCQA). Cortez Integrated Healthcare is currently in the PCMH application process. PCMH emphasizes concepts of care coordination, team-based care and population health management. This recognition designates that our clinic is well managed, provides high quality care and services, and is working to improve the patients’ and providers’ experience of care – all while working to decrease the costs of healthcare.

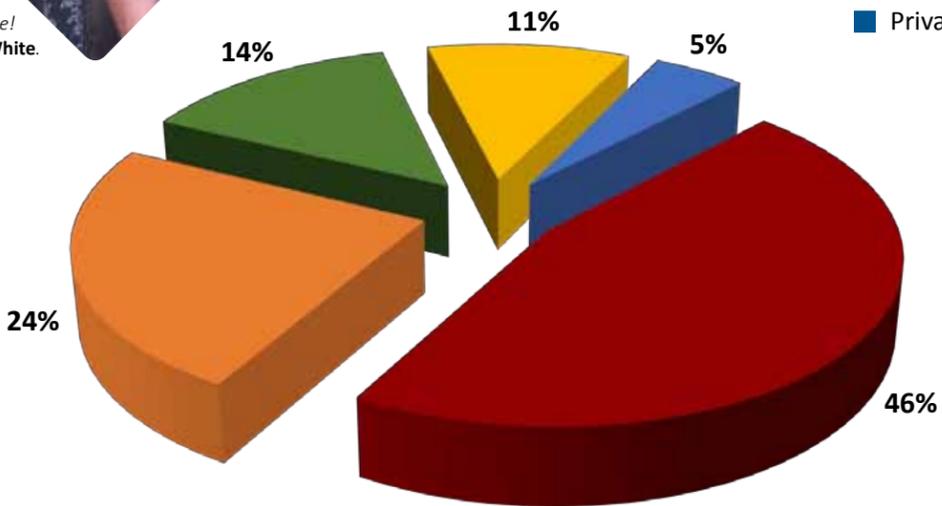
Financial Overview



In March 2018, AHS was certified by Thrive! as a Living Wage Employer for our 232 staff members. Pictured from left: Shelly Burke, AHS Chief Operating Officer and Thrive! Director Darren White.

FY 2018 REVENUE

- Public insurance
- State support
- Local support
- Federal support
- Private insurance



Grants & Contributions

Axis Health System is grateful for the funding it receives in support of innovations and essential community programs.

OTHER

The Denver Foundation for operational support of an integrated Behavioral Health Provider in Archuleta County

Caring for Colorado Foundation for capital support to expand oral health-care capacity in La Plata County

Delta Dental of Colorado Foundation for capital and operational support of cutting-edge medical-dental integration at La Plata Integrated Healthcare

INTEGRATED CARE

Colorado Department of Public Health and Environment for operational support of the School-Based Integrated Healthcare clinics at Durango High School and Florida Mesa Elementary School and key quality initiatives at Cortez Integrated Healthcare and La Plata Integrated Healthcare

Durango School District 9-R for operational support of the School-Based Integrated Healthcare clinics

CARE COORDINATION

Rocky Mountain Health Plans for support of the Community Health Worker Program in La Plata, Montezuma and Archuleta counties

COMMUNITY FUNDING

Various specific program and access support provided by:

Towns/Cities: Bayfield, Cortez, Dove Creek, Durango, Ignacio, Dolores, Mancos, Pagosa Springs

Counties: Dolores, La Plata, San Juan

Other: Upper San Juan Health Services District

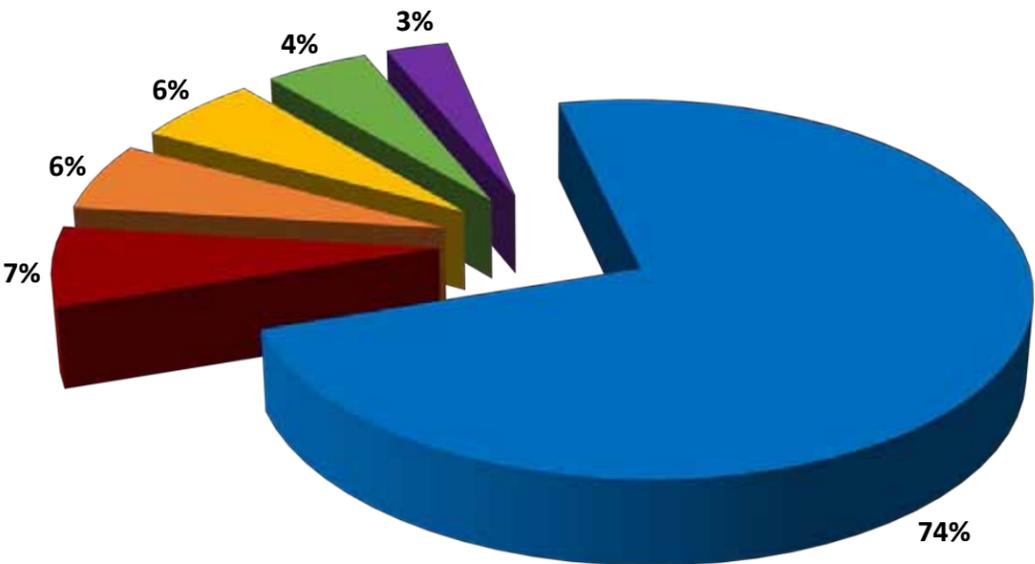
United Way: Archuleta, La Plata and Montezuma counties

AHS Dental Hygienist **Jammy Templeton** consults with a patient at La Plata Integrated Healthcare. Jammy joined the LPIH team in October to do screenings and cleanings as part of our whole person care at the clinic.



FY 2018 EXPENSES

- Personnel
- Operating
- Other
- Professional fees
- Occupancy
- Client care



Integration Data

Axis Health System continues to make substantial progress in transforming to an integrated care system. Graphics on this page show the levels of integrated care we have achieved by site and percentage.

LEVELS OF CARE INTEGRATION DEFINED

The Integrated Practice Assessment Tool and details about Levels of Integration are available at www.AXIShealthsystem.org.

PRE-COORDINATED	COORDINATED Key element: Communication		CO-LOCATED Key element: Proximity		INTEGRATED Key element: Practice Change	
LEVEL 0 Exchange of Information Without Communication	LEVEL 1 Minimal Collaboration	LEVEL 2 Basic Collaboration at a Distance	LEVEL 3 Basic Collaboration Onsite	LEVEL 4 Close Collaboration Onsite with Some Systems Integration	LEVEL 5 Close Collaboration Approaching an Integrated Practice	LEVEL 6 Full Collaboration in a Transformed/Merged Integrated Practice
Columbine Behavioral Healthcare Crossroads at Grandview	N/A	Axis Health System Oral Health Clinic	N/A	N/A	School-Based Integrated Healthcare at Durango High School School-Based Integrated Healthcare at Florida Mesa Elementary School	Cortez Integrated Healthcare La Plata Integrated Healthcare Archuleta Integrated Healthcare



A Cortez Integrated Healthcare team including **Dawn Jones**, left, and **Hilary Erickson** handed out backpacks stuffed with school supplies for underserved families at the Back to School Bash in Cortez on Aug. 16.

Community Involvement

We make a meaningful difference together. Axis Health System is involved in a variety of ways throughout the year to improve the health of the whole community. These snapshots show some of the ways our staff members team up and engage across the region.

On Oct. 18, we celebrated the groundbreaking of Lumien II apartments in Durango, with special guest **Governor John Hickenlooper**. In this photo, our Senior Clinical Director **Stephanie Allred**, far left, smiles just after digging in with community partners at 3190 East Animas Village Drive, off 32nd Street. Lumien II is an affordable housing development for low-income residents. Our team will offer healthcare support to tenants when it opens.



AHS offered a variety of staff workshops and public trainings, including an Applied Suicide Intervention Skills Training (ASIST) at Columbine Behavioral Healthcare in Durango on Sept. 26, above. Other types of trainings included Mental Health First Aid (MHFA) and Question, Persuade, Refer (QPR).

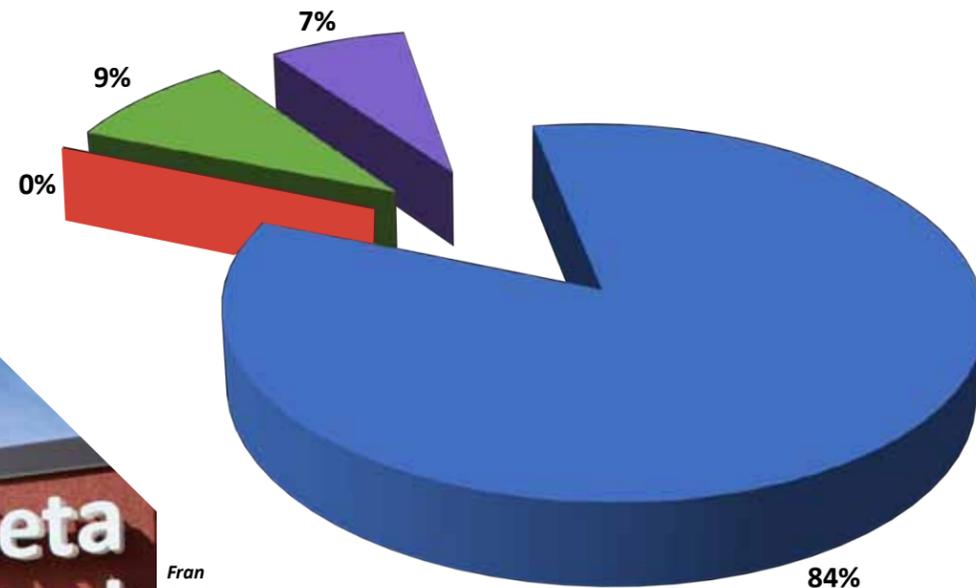
Our staff is actively involved in supporting people who are experiencing homelessness. This included mental health support for homeless evacuees of the July wildfires. It also includes our Healthcare for the Homeless program and the La Plata County Community Collaborative on Homelessness.



We were proud sponsors of many community events, including the Escalante Days Bike Race in Dolores on Aug. 11 (pictured at left), the Law Enforcement Memorial River Walk in Durango on May 19; and the Rainbow Youth Center Spring Benefit to support Southwest Colorado LGBTQ youth on April 27.

FY2018 LEVELS OF CARE INTEGRATION BY PERCENT OF PATIENTS

- Integrated Care
- Co-located Care
- Coordinated Care
- Pre-coordinated Care



Fran Scriber, PA, says, "I like the closer connection of a smaller clinic. You get to know the entire family. ... It's kind of a whole, encompassing circle."



An Axis team offered behavioral health support to wildfire evacuees at the Disaster Assistance Center at the La Plata County Fairgrounds in Durango on June 12, from left: **Dagny Lodowski**, Clinical Supervisor, former staff; **Emily Galanto**, former staff; **Aaron Imber**, RYFS Therapist.

MAKING A MEANINGFUL DIFFERENCE

Finding meaningful work is increasingly important in the complicated modern day and age. According to recent research, meaningful work occurs when “an individual perceives an authentic connection between work and a broader transcendent life purpose beyond the self.” This research also indicates that meaningfulness is often episodic in nature and most clearly recognized when we have used our skills and experience to help others. It is in those moments that we can clearly see and acknowledge that we have uniquely contributed to something important and larger than ourselves. The entire AHS staff join together every day in the effort of making a meaningful difference... sometimes we recognize it, and sometimes we do not. Let’s make a commitment to recognize the difference we each make more often, because the work we do may not always be easy... but it is always meaningful. Each staff in this organization contributes to the connections and impact we have with our patients, our communities and each other. We thank you for choosing to be part of Axis and to join in making a meaningful difference together.

- **Shelly Burke** Chief Operating Officer
- **Pam Wise Romero, Ph.D.** Chief Clinical Officer