



2019 governance & leadership

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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



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

A MESSAGE FROM THE BOARD PRESIDENT

Here we are, once again, at a point of transition at Axis Health System. This seems to be such a constant occurrence that I have been considering lately how I personally handle these seeming changes in direction.

One of these major changes is the ending of our Behavioral Health Organization partnership taking new shape in the form of the Regional Accountable Entity (RAE), which manages Medicaid distribution. This has had a large impact on our agency in time spent negotiating and travelling to secure the best outcome for all concerned. Another major hurdle is the rollback change to the Crisis Grant. This is a great example of how to achieve the same with less. How do we manage these curveballs and more?

Fortunately, we have a team at Axis that recognizes not only the constant of change, but the need for change, and embraces the challenge. From the Board of Directors, Executive and staff, I have seen the relentless focus and devotion to our mission and values. These many changes and transitions experienced through the years have only strengthened our resolve to make a meaningful difference to healthcare in our community.

Perhaps the greatest transition yet in my time was hiring Bern Heath as our CEO 19 years ago. He has transformed Axis Health System (formerly Southwest Colorado Mental Health Center) in innumerable positive ways. His professional guidance and steady hand at the helm has put Axis squarely in the mix as a premier healthcare provider in the Four Corners region. It has been my honor to collaborate with him to bring so many possibilities for healthcare to people in our region.

This brings me to our next transition. Bern will be leaving Axis Health System in December to pursue the next adventure in his life. We will miss him; and at the same time look forward with excitement at what comes next. Shelly Burke has been selected as our new CEO, and I have no doubt that she will take Axis to even greater accomplishments. Congratulations, Shelly.

- John Albright
President

A farewell message



"It has been my deep honor and a source of great joy to have served as CEO of Axis. I have gotten back every bit as much as I have contributed as the temporary steward of this wonderful organization."

A MESSAGE FROM THE OUTGOING CHIEF EXECUTIVE OFFICER

This is my last Annual Report message. Some 16 months ago I informed the Board of Directors of my intention to retire, effective January 3, 2020. Since then, the Board has carefully considered the needs of our organization in the coming years and the skills and talents required to meet those needs. At its October Board meeting, the Board selected Shelly Burke as our next CEO. Shelly is a great choice, has been with Axis for 19 years and for the past several years has served as Chief Operating Officer. Her knowledge of the organization, our communities and the healthcare environment is unparalleled. She has the energy, intelligence, passion, vision, commitment and skills to take Axis to the next level of care for the communities we love and it is our privilege to serve. She will be able to do so without the organization missing a beat.

It has never been more apparent that a community organization such as Axis is about its culture of care and compassion, not about any single person in the organization. That is evident in the successes we have had this past year. With the guidance and efforts of our Executive Team, Axis has helped direct the evolution of the Region 1 Regional Accountable Entity (RAE) – the major State funding structure for healthcare. Axis was a founding member of the Southern Colorado Healthcare Network, LLC; an organization of Community Health and Community Mental Health Centers serving the southern 30 counties of Colorado. This LLC has been focused solely on making the best use of already existing resources among our member organizations. Major projects in process include the development of a transportation collaborative across southern Colorado, a secret shopper program to identify gaps in patient engagement and a communication committee to better educate our populations to our resources.

This past year both Cortez Integrated Healthcare and La Plata Integrated Healthcare received designation as Patient Centered Medical Homes (PCMH) through the National Committee for Quality Assurance (NCQA). We have expanded dental services and added a dentist. Finally, and most importantly, the Boards of Axis and Frontier Community Health Clinic (Dove Creek) have voted to merge our two organizations. Bringing our two healthy organizations together will result in a whole with greater resources and ability to better respond to community needs.

It has been my deep honor and a source of great joy to have served as CEO of Axis. I have gotten back every bit as much as I have contributed as the temporary steward of this wonderful organization. I thank you all for your generosity in supporting us, your pride in what we have accomplished together, and your graciousness and patience when my leadership has been less than perfect.

To my wonderful Board of Directors, my breathtaking senior and executive staff and indeed to the entire, incredible staff of Axis, my heartfelt gratitude and profound thanks.

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

Meet the new CEO



"I truly believe integration has profoundly changed how we see our patients and, in turn, has changed how we see our responsibilities as healthcare professionals."

A MESSAGE FROM THE INCOMING CHIEF EXECUTIVE OFFICER

As 2019 draws to a close, there is much to reflect on and much to look forward to...

It is hard to believe, but I started with this organization on October 11, 2000. Axis Health System is such a different organization than it was. We have evolved and grown into a comprehensive and sophisticated system that provides a remarkable continuum of care. Our mission guides us as we work collectively to improve the overall health and quality of life in the communities we serve. Additionally, our fundamental belief in treating the whole person has changed how we think about and deliver care... I truly believe integration has profoundly changed how we see our patients and, in turn, has changed how we see our responsibilities as healthcare professionals.

I am grateful for the committed and talented people who have helped to shape us over the years into who Axis Health System is today. It is a source of pride for me that we currently provide care to over 1 in 10 residents of Southwest Colorado. As these numbers would suggest, the community-based healthcare we provide is a critical resource in our region and the number of lives we impact today is remarkable.

So, it is with a combination of both excitement and humility that I look ahead to the upcoming year. On January 4, 2020, I will follow Bern as the next CEO of Axis Health System. I do so understanding that it is through his leadership that our mission and values are inherently part of our corporate culture and identity. In fact, that distillation of "making a meaningful difference" in our communities truly serves as the proverbial North Star for our Board and for our staff. This is a remarkable legacy Bern leaves behind, and it will serve Axis Health System well into the future.

I was recently reading an interview with Kevin Johnson, the current CEO of Starbucks. The following statement he made has stuck with me: "As the CEO, it is important to know what to preserve from our history and, at the same time, have the courage to boldly reimagine our future." In thinking about this, I'm ready to chart a course that maintains the heart and soul of community healthcare. This path will continue our pursuit of improved patient health outcomes and stay aligned with our North Star mission to both honor our history and provide a sound foundation for the future.

We are part of our communities. We are trusted providers of quality healthcare. We are Axis Health System. Together we work to improve our patients' health and quality of life and, in turn, make our communities better. Making a meaningful difference is important work, and as Bern has so often said over the years... "It's just what we do."

I am truly honored to be the next CEO of this incredible organization and trusted steward of our mission.

Shelly Burke

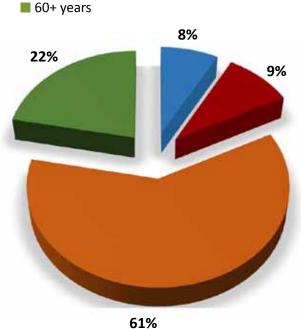
2019 Chief Operating Officer and incoming 2020 Chief Executive Officer

Patient data

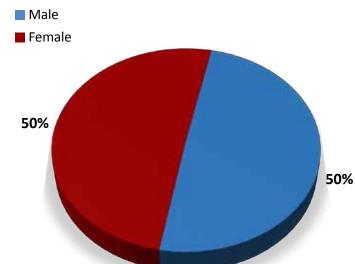
TOTAL PATIENTS SERVED IN FY 2019: 10,517

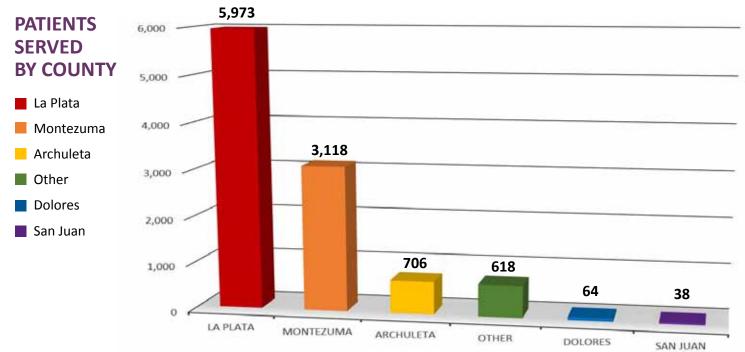
PATIENT AGES

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









ANNUAL PATIENT SATISFACTION SURVEY RESULTS REFLECTED THE FOLLOWING:

99% of patients felt satisfied with the care provided

of patients felt their AHS provider listened to the reasons for their visit

to the reasons for their visit

of patients felt they were treated with dignity and respect by AHS staff

of patients felt their wait time to see their AHS provider was reasonable

of patients would recommend an acquaintance, friend or family member to their AHS provider

of patients felt their provider explained things in a way that was easy to understand

Patient experience

At Axis Health System (AHS) we value patient engagement and actively encourage feedback. We use this information to improve the overall patient experience and quality of care. When patients have a great experience, they engage more effectively as partners in their own care, which leads to better health outcomes. In order to measure the patient experience, we conduct patient satisfaction surveys and convene Patient Advisory Councils twice a year.

The survey results are shown at left and indicate our current patient satisfaction remains very high, with most questions scoring at 90% or higher.

Patient comments from May 2019 Patient Satisfaction Survey:

"I was so impressed on my first visit to Cortez Integrated Healthcare because my primary care physician thoughtfully listened to me and my concerns. I felt as though I had a partner in my healthcare."

"I have felt greatly respected and seen by my provider to the point where I can feel my life shift. I am very satisfied and motivated by my time spent here."

Patient Advisory Councils

Comments from the AHS Patient Advisory Council indicated strong patient engagement with their healthcare at AHS. The patients gave extensive positive feedback about AHS customer service, including the following quotes:

"It's nice to be acknowledged when you walk in. They know your name, you're not a number."

"Doctors are great, understanding, compassionate. They helped me through my really hard times. This is the first place I've gotten into quick and early enough for my severe symptoms."

"Dr. Rimmey is the greatest. She explains every single thing and makes sure I understand."

"I was severely depressed at first when I came here. I started seeing Jeremiah (LPIH Integrated BHP) and group and I'm a completely different person. I love that it's integrated here."

Patient stories

Active retirees are happy to find primary care

A couple moved to Cortez to retire because of the easy access to all of the places they love to play. They are very active and social, and they take great care of their health. After struggling to find a primary care provider for quite some time, they were able to schedule a visit with Erick Ireland, a Physician Assistant at Cortez Integrated Healthcare (CIH). They shared that they "absolutely love" Erick. They were also introduced to the care team in their first appointments. They were impressed that they have access to support if they are ever in need of

services beyond primary care. They learned some great tips for improving their already healthy diets. Their satisfaction is evident: They have been sending their friends and family to CIH.

Medical care + therapy = a good night's sleep

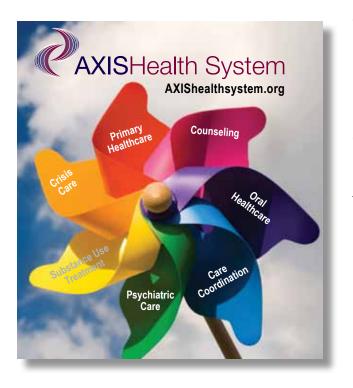
A 65-year-old man came in for a visit at La Plata Integrated Healthcare to change his medication for insomnia. He had been taking a pill to get to sleep every night for 30 years, but he would still wake up feeling tired. His care provider recommended reducing the dosage by a quarter. The patient decided

on his own to cut back by half. He experienced a horrible week of withdrawal symptoms and was unable to sleep for three days straight. This scared the patient, who was surprised that he was so dependent on the drug. He chose to engage in regular therapy sessions and learn coping skills for the anxious thoughts that made it hard to get to sleep. At the same time, he slowly weaned from the medication. Eight months later, the patient was completely off the pills. He was able to sleep better than he had for three decades, and felt fantastic because he was no longer worried about having an addiction to a medication.

Patient transforms from suicidal to optimistic

A man who was living in his truck visited Cortez Integrated Healthcare. During his primary care appointment, he reported feeling suicidal. An integrated behavior health provider met with the patient and discussed options for safety. In the following months, he received psychiatric services, therapy and medication consultation to support him with his depression and PTSD. A Community Health Worker assisted him in navigating public assistance and community resourcing. He connected with a disability lawyer

and received a gas voucher to help him get to the Rec Center to shower and shave, in hopes of getting a job; and he was given various other resources to assist with food, clothing and other essentials. At his last visit, he was dressed neatly, standing tall and smiling. He had been offered a full-time job in a neighboring city and was optimistic about his future.



Crown for broken tooth helps ease past trauma

A woman in her forties, who had experienced abuse as a child and later in her marriage, was seen at the AHS Oral Health Clinic. Due to her history of physical abuse, she

had lost one of her front teeth while another front tooth was broken and severely damaged. With prior assistance from the State she had managed to get an implant in place of the missing tooth. When she came to the OHC she said that she wanted a smile that she could be proud of because every time she looked in the mirror she was reminded of the physical abuse that she had left behind. Her request was for a crown for the broken tooth, one that would match the implant. Coordinating care with another dentist, the patient wound up with a crown that was a perfect match. The OHC dentist reported that the patient is actively engaging other people, radiates happiness and feels a critical sense of closure regarding her past trauma. She now wears a big, bright smile.





Launched in January 2018, the new Heart of Axis Annual Employee Giving Campaign provides AHS employees the opportunity to donate charitably and to direct these funds to support a wide range of unmet community and patient needs. The funds are all held and managed by the Onward! Foundation.

Supporting our staff and empowering them to decide how the annual employee contributions are used is a new way to make a meaningful difference in our communities. The Heart of Axis Committee is pleased to announce its first annual grant award recipients, including projects supporting patients as well as community partners, awarded in November 2019, including:

- Axis Health System Caring Contacts
- Axis Health System Therapy Toys
- Axis Health System Warm Hands
- Axis Health System Bus Tokens
- Four Corners Rainbow Youth Center
- Four Corners Child Advocacy Center
- Hospice of Montezuma
- Housing Solutions of the Southwest
- The Grief Center of Southwest Colorado

RIGHT: **Gary Meisner,** Outreach & Enrollment Specialist at La Plata Integrated Healthcare, talks with a young man at the Health Literacy Event on June 28 in Durango.





ABOVE: State and local representatives visit with Cortez Integrated Healthcare staff on April 26, from left: Director of Public Relations & Development Haley Leonard, Lieutenant Governor's aide Crestina Martinez, Lieutenant Governor Dianne Primavera, Chief Clinical Officer Pam Wise Romero, CHAT & Integration Outpatient Services Manager Casie LaMunyon, Cortez Mayor and AHS Board Secretary Karen Sheek, and CIH Clinic Manager Adonna Cole.



LEFT: Arlina Yazzie, Outreach Specialist at Cortez Integrated Healthcare, staffs an information table during the Caregiver Connections Lunch & Learn on May 19 in Cortez.

Staff quotes



Dr. Jill Rimmey
 DO, Family
 Physician at
 La Plata
 Integrated
 Healthcare

"Patients express appreciation for our dedication and efforts to improve their health on a daily basis. This is just one of the rewarding aspects of working in a setting where we can provide a solid medical home for all patients, including individuals who have had, or are still experiencing, significant life challenges."



- Sarah Whittier Vocational Specialist at Columbine Behavioral Healthcare in Durango

"I am absolutely in love with my job because it inspires me daily. It is so empowering to be able to believe in someone, and coach them through such a difficult time in their lives. It amazes me that a simple word of encouragement can boost someone's self-worth, to the point they believe they can accomplish anything, and then they go on to succeed, as you stand by in awe."



- Kevin Webster M.S., NCC, Jail-Based Therapist at Columbine Behavioral Healthcare in Durango

"I was trained to remember that counseling can often be a thankless profession. However, what inspires me the most are the individuals who thank me each day for not giving up on them during a trying, silenced and, at times, dehumanizing experience so that they can work towards being a better version of themselves."



- Kelly
Pipkins-Burt
M.Ed., Licensed
Professional
Counselor at
Archuleta
Integrated
Healthcare in
Pagosa Springs

"I have worked with children, adolescents and adults for 25 years. Instilling hope and seeing positive outcomes for people is what motivates me daily. It inspires me to see people progress out of suffering, discover skills built upon their strengths and culture, and live the life they define as worth living. I'm proud that at Axis, we can provide a safe, nonjudgmental atmosphere for people to feel supported."



Felicia Folsom
 Medical Assistant
 at Cortez Integrated
 Healthcare

"I love being a happy face that is welcoming to the children of our community. ... Making a difference in people's lives is what inspires me. If I could make one person's day turn from bad to good, I am proud of that. Our community needs to be able to see consistent faces for their follow-up visits and I am happy to be able to be that person."



- Karla Sluis Marketing & Public Relations Manager at the Corporate Office in Durango

"We help people feel better, inside and out. What could be a better mission than that? It's thrilling to team up with dedicated colleagues on this roller-coaster ride of health-care innovation. Through the ups and downs they give, and give, and give more of their time and talent. And my days are spent twisting with a big, beautiful, challenging question: How do we tell the evolving story of Axis and connect people to care?"



Workplace culture

AHS' 242 staff members across seven locations work hard to serve our communities and improve the health of our patients. Our team believes in what they are doing, and they believe in each other. Part of our vibrant and connected work culture includes: "Kudos," a quarterly list of colleague-to-colleague compliments; participation in national awareness campaigns; holiday parties; and an occasional bacon-themed potluck. It's all in a day's work!

Below: The Columbine Behavioral Healthcare staff in Durango holds regular themed potlucks, like this one on Valentine's Day, Feb. 14.



The Cortez Integrated Healthcare staff shows their support for "Wear Blue Day" on April 6. The event was to raise awareness for National Child Abuse Prevention Month.

The staff of Archuleta
Integrated Healthcare
welcomed Jeanne
Marotta, Family Nurse
Practitioner, with
cupcakes on Oct. 7.
On social media,
one person recently
commented: "She is
truly the best! We
are fortunate to have
her serving Pagosa's
community!"

(former staff), Amy Allen

and Dr. Luke Casias.

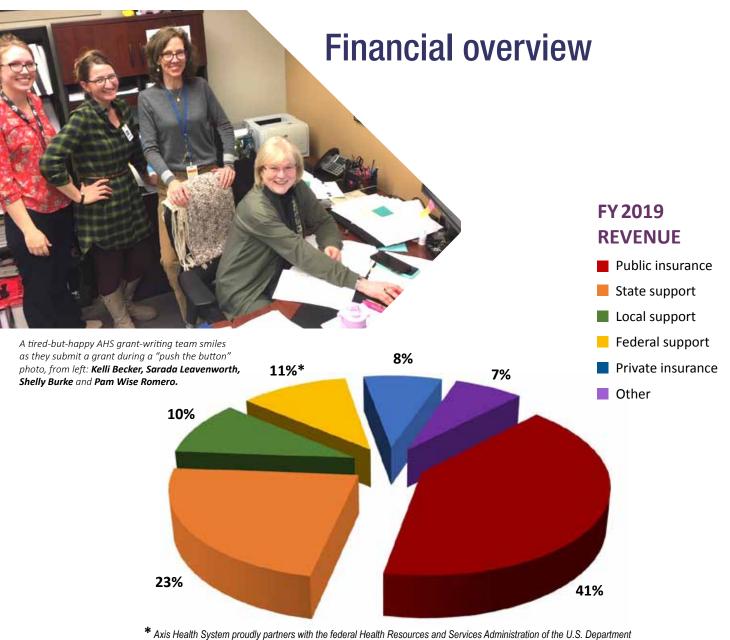


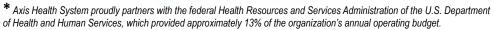


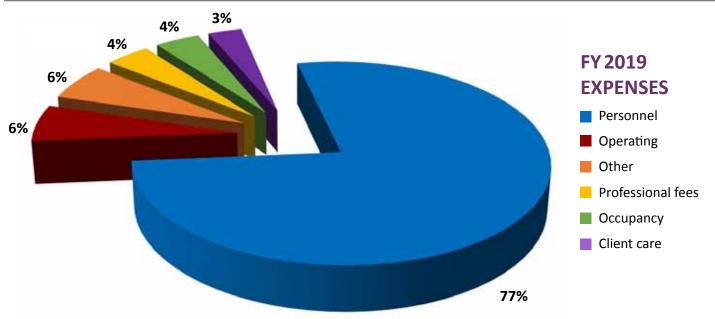


Left: The staff of Archuleta Integrated Healthcare and their loved ones celebrated the holidays with a lively "Jingle Bell Cup Toss" on Dec. 15 at the home of AIH Clinic Manager Ricardo Martinez.

Axis Health System complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. Axis Health System does not exclude people or treat them differently because of race, color, national origin, age, disability or sex.







Grants & contributions

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

COMMUNITY FUNDING

Various specific program and access support provided by:

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

Counties: La Plata, San Juan,

Dolores counties

United Way: La Plata County

Dr. Luke Casias,

AHS Medical Director, speaks about the benefits of Medicare's Annual Wellness Visit to a group of older adults at the Durango-La Plata Senior Center during a Lunch & Learn on Sept. 17.

STATE FUNDING

Colorado Department of Public Health and Environment

The CDPHE Clinic Quality Improvement for Population Health (CQI) initiative supports implementation of evidencebased interventions for cancer screening and chronic disease management in Montezuma and La Plata counties.

CARE COORDINATION

Rocky Mountain Health

Plans supports the Community Health Worker (CHW) program in Archuleta, La Plata and Montezuma counties. The program links healthcare with services that address patients in a personalized way, and closes gaps around the social, behavioral, domestic and economic factors that increase costs and contribute to poor health outcomes.

INTEGRATED CARE

The Colorado Health Foundation

provided capital support to improve infrastructure at both Archuleta Integrated Healthcare and the Axis Health System Oral Health Clinic, thereby expanding access to dental and medical care for the underserved in Archuleta and La Plata counties.

Delta Dental of Colorado Foundation's Colorado Medical-Dental Integration Project

(CO-MDI) integrates dental hygienists, providing the full scope of preventive dental hygiene services into the medical practice and care teams at La Plata Integrated Healthcare.

The Denver Foundation

supports the expansion of teletherapy services in Montezuma County, while continuing to also support integrated behavioral healthcare delivery in Archuleta County.

Caring for Colorado Foundation

supports increased access to longacting reversible contraceptives (LARC) as part of AHS' full scope of comprehensive primary care services.

Colorado Cancer Screening Program (CCSP) offers no-cost patient navigation services for cancer screening to the medically underserved of Colorado.



Honors & recognition

To improve the quality, efficiency and value of the healthcare services provided by the nation's health centers, and to celebrate their recent achievements in providing care to more than 28 million patients nationwide, Health Resources and Services Administration (HRSA) provides Quality Improvement Awards. These awards recognize the highest performing health centers nationwide as well as those centers that have made significant quality improvement gains from the previous year. Axis Health System received the following for its Community Health Centers: Cortez Integrated Healthcare, La Plata Integrated Healthcare and the Axis Health System Oral Health Clinic.





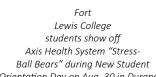




National Quality Leader

ranked in the top 1-2% of all health centers in one or more of the clinical quality measures (CQMs) that promote behavioral health, diabetes health, and heart health in 2018.

> Lewis College students show off Axis Health System "Stress-Ball Bears" during New Student Orientation Day on Aug. 30 in Durango.



Advancing HIT for Quality

recognized health centers that utilized five Health Information Technology (HIT) services and/or telehealth services to increase access to care and advance quality of care between 2017 and 2018.

Health Disparities Reducer

recognized health centers that met or exceeded the Healthy People 2020 goals, or made at least a 10% improvement across different racial/ethnic groups between 2017 and 2018.

Access Enhancer

recognized health centers that increased the total number of patients served and the number of patients receiving comprehensive services between 2017 and 2018.



Patient-Centered Medical Homes

Both La Plata Integrated Healthcare and Cortez Integrated Healthcare clinics are recognized as a Patient-Centered Medical Homes (PCMH) through the National Committee for Quality Assurance (NCQA). PCMH emphasizes concepts of care coordination, team-based care and population health management. This recognition designates that our clinics are well managed, provide high quality care and services, and are working to improve the patients' and providers' experience of care.





- Pam Wise Romero, Ph.D. Chief Clinical Officer - Debbie White Chief Financial Officer



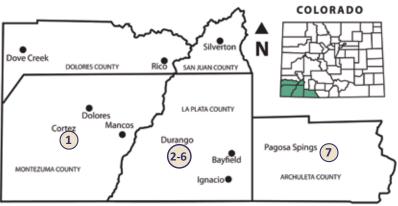
The staff of Cortez Integrated Healthcare and their families gather during the 2018 AHS Holiday Party in Cortez.

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



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 Blvd.; Durango, CO 81301; 970.403.0180
Axis 24/7 Care Connect Hotline: 970.247.5245



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