Uncovering the Past, Revealing the Future.
Vision
A community that embraces everyone's sense of purpose by eliminating barriers and promoting a culture of well-being.

Mission
Empowering Clients
Enriching Lives
Embracing Purpose
Journal entries dating back more than a century show an organization that delivered food and clothing and supplies to needy citizens. But we also delivered compassion, and hope and empowerment.

Social workers spent countless hours identifying individuals’ strong suits in hopes of finding them a job in order to become self-sufficient and a contributing member of society.

Morris L. Roth  
President & CEO

I guess some things never change. So many years later we still believe that working and volunteering have a huge impact on overall individual wellness and the wellness of the community. The information uncovered assures us that we are on the right track.

The look and feel of this annual report pays homage to our history and is designed to look and feel like the journals dating back to our earliest years, when beautiful handwriting and strong grammar skills were the norm, not the exception.

I hope it encourages you to study up on your own history. You never know what you might find.

During our 135-year history, AspenPointe has been known by many names, including Associated Charities and the Pikes Peak Aid Society. Though the name has changed over the years, our core mission and values have remained remarkably constant—empowering our clients, enriching lives and embracing purpose through social innovation.

Like many of you, too often I focus all of my attention and energy on what’s next on my to-do list and do not celebrate what has been checked off. Don’t get me wrong, it’s hard to move forward if you concentrate too much on the past, but history is important for many reasons.

For starters, it ensures that great deeds are not forgotten. Taking time to put this report together, no matter how time- and resource-consuming it might be, ensures that generations to come will always have a record of the great things that happened as well as the valuable lessons learned, sometimes through failure.

Looking to the past helps us understand the present and prepares us for the future. By knowing why and how things happened in the past, we can make certain that those things either do or do not happen again.

Earlier this year AspenPointe asked a local researcher to help us better understand our rich history in Colorado Springs, which dates back to 1875, maybe further. The project will not be completed until next year (2013), but we have already uncovered a plethora of information that helps us better understand how we came to be.

A History That Defines Our Future:

Putting together AspenPointe’s annual report is a project I look forward to every year as it forces me to take time to reflect on the many great things this organization has accomplished with its wonderful partners in our community.

“Looking to the past helps us understand the present and prepares us for the future. By knowing why and how things happened in the past, we can make certain that those things either do or do not happen again.”
A History That Affirms Our Today:

Colorado Springs this past year was the sight of the worst forest fire in the history of the state. I was one of thousands who were forced to evacuate their homes before flames raced down the mountainside and into the Mountain Shadows area. Luckily, my home was not one of the 300 destroyed.

It was an incredible sight, and images of the calamity were played on television newscasts and Web sites across the globe for many nights after. The footage of the flames and the destruction left behind is truly amazing, but it’s not nearly as amazing as the community’s response to the fire and its victims.

AspenPointe was no exception. Words cannot describe how proud I was, as the board chairman, to watch our organization step up and deliver when the community needed it most. We attended key community meetings, staffed the disaster recovery center every day, were by victims’ sides as they returned to their homes, and continue to provide assistance long after the rebuilding process has begun.

You can read more about our response in the “Community Relevant” chapter of this annual report, it’s one of many great accomplishments in the fiscal year 2011-12. We have again this year arranged them all based on how they relate to our three strategic goals. The other two chapters are “Integrated” and “Innovative.”

What you’ll find as you flip through the pages to follow is that there is much in our past that relates to what we’ve done the past 12 months.

The recent Waldo Canyon fire reminds us that other natural disasters have created dire need in our community over the last 135 years. The Antlers Hotel fire of 1898 is another great example of a tragedy where the Colorado Springs community worked together to make a difference for those affected. Antlers Hotel Fire, ca. 1898. ©Pikes Peak Library District

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The Waldo Canyon fire wasn’t the first natural disaster in our community’s history. Our new café at the county’s Citizens Service Center isn’t the first time we’ve sought to improve our community by training individuals to find employment.

Our involvement with the Regional Care Collaborative Organization (RCCO) isn’t the first time we’ve integrated with community partners to find solutions to long-standing problems.

I hope you enjoy reading this annual report as much as we enjoyed putting it together. It’s proof that you will continue to do good things and the right things if you remain true to yourself and your core competency.

William Crouch
Board Chair
At the same time it was being gradually, painstakingly extinguished, the Waldo Canyon fire was igniting the passions of people who like to work – not just for a paycheck, but for the satisfaction of helping others.

“When the word went out I think people stepped up who would not normally have,” said Gerald Albrent, AspenPointe Health Services director of administration and disaster response coordinator.

Those who stepped up did so in impressive numbers. When AspenPointe received a FEMA grant to partially fund a Waldo Support Team, Albrent had 110 applicants in just a matter of days. After handpicking the 10 team members, Albrent said AspenPointe’s Human Resources Department moved quickly to help get the team up and running.

Collaborating with Colorado Springs Together, the Waldo Support Team provides assistance and support at no cost to those recovering from the Waldo Canyon Fire as they rebuild their homes and lives. The team is not doing therapy or giving medical advice. It is doing crisis outreach, touching base with people, asking questions like “How are you doing?” and “Do you have the right resources?”

As people cope with insurance claims, debris removal from their property and getting their kids settled back into the school routine, we point people in the right direction, Albrent says.

Services offered by the Waldo Support Team can be in the form of individual meetings, group discussions and assistance with locating community resources.

Albrent said the team members have an “affinity and passion for what they do.” Four of the 10 left current positions, all with different reasons. “They wanted to do this work,” he says.

“Fires are personal,” says Jamie Watson. “I wanted to do something for my city. Even though I didn’t lose my house, this is my city and it really hit home.”

Jeremy Osheim applied for the support team after seeing how the fire affected his family and friends, including a friend whose parents lost their home to the conflagration.

Frankie Gales, the team’s program manager, also wanted to give back to her community. Initially, she had to do it from a distance. While she was out of state dealing with other family business, Frankie had to help coordinate, over the phone, her family’s evacuation, and then turned her attention to getting volunteers to shelters and town hall meetings.

An event like this, so far out of the realm of the challenges of everyday life, carries unexpected ramifications. “We didn’t realize that the people we had to train would (themselves) have to evacuate,” says Albrent, who had only 30-40 minutes to pack up some possessions before evacuating himself. “We were always prepared to send people places to help. We never thought of the impact on people who serve.” It was a learning experience as Albrent and others had to deal with “what happens when you lose a large portion of your responders.”

Frankie says response to the Waldo Support Team’s efforts has been “wonderful, overwhelmingly positive.”

Jamie says there is often visible evidence of the positive impact the team is having on those trying to regain some equilibrium in their lives. “You can see a change in their body language from when they first walk in until the end of the conversation because they’ve learned, ‘Oh, it’s okay to feel like this.’”

As Albrent says, “People get the understanding that there is nothing wrong with them; there’s something wrong with what’s happening.”

So many times, he says, “the important piece is to ‘normalize’ the situation; to realize a lot of other people are going through the same feelings.”

Albrent also says the team can help provide a “little light of reality.” In other words: “It’s never going to get back to ‘normal.’ We help people understand there is a new normal on the horizon: ‘This is the new normal.’” When people can grasp this concept, “they have hope,” Albrent says.

(Continued on page 9)
Agent learned that woman died in Missouri about 3 weeks ago, after her death—they sent for husband to come on to funeral and so he also has left town and will doubtless remain in Missouri.

provisions last Sunday. Agent will try to get one of the Meth. Deaconesses to visit woman from time to time and do little things for her... but found they are busy with the sick members of the church. June. 4 — called— found woman very low — sent her some fruit and a box of Granum and some quinine... Mrs. Arnold will take woman some jelly from time to time. Woman sent to office for can of plums and one of tomatoes; both were sent her; in the afternoon she sent again for some medicines and again the next morning for some canned fruit— is becoming very exorbitant in her demands... woman and children will leave for Missouri. Christian Church has raised money for R.R. fare and this Soc'y contributed, through Mrs. Arnold, $5 for necessary comforts... Sept. 17

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In the early 1900s, Colorado Springs was a haven for patients suffering from Tuberculosis (also known as “Consumption”). Numerous Sanitoriums in the area provided hundreds of tent cottages that were home to stricken patients. The Pikes Peak Aid Society worked to assist local families affected by the disease at that time.

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Community Relevant

Accomplishments 2011-12

- Call Center expanded its hours to seven days a week and achieved a world-class benchmark metric of 20 seconds or less on average for answering calls.
- Finished the Playscape project at Parkside campus for clients and community members.
- 125 juvenile offenders completed restorative justice victim-offender conferences with only a 17 percent recidivism rate.
- 1,390 clients were served in our education programs (higher than any year prior), including 617 GED graduates.
- Provided mental health services for almost 5,000 clients at no cost.
- Awarded a Colorado Rural Health Care Grant for mental health testing and therapy supplies and equipment at Bailey and Fairplay offices.
- Received Daniels Fund grant that provided one-month rent for temporary housing for homeless veterans.
- Received grant from Pikes Peak United Way to provide temporary emergency shelter (30 to 45 days) for adults with severe mental illness, recovering from inpatient treatment.
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Jeanie Friar was in tears while she watched a video telling her recovery story at the grand opening of the AspenPointe Café at the Citizens Service Center on Nov. 18. It was just a few short months ago that she graduated from the food services training program and began working full-time for the Café and helping other students walk through the program.

Her story exemplified what County Commissioner Sallie Clark said was an effort to give folks in the community a “hand up, not a hand out.” Clark said the AspenPointe Café fit perfectly into the mission of the new Citizens Service Center that is designed to consolidate services and create a “one-stop shop” to meet the needs of the community.

“This is a momentous day,” said AspenPointe President and CEO Morris L. Roth. “We truly want to do a good job here, and I thank the county for this partnership.”

Eating at the Café is an investment in the success of our community. 100 percent of our proceeds are invested back into our business to help train and employ the disabled, seniors, at-risk youth and veterans. Two of our cafés are full-time training facilities teaching food services from dishwashers to cooks, and creating self-sufficiency by transforming the disenfranchised into highly sought-after food services employees.

AspenPointe Café fit perfectly into the mission of the new Citizens Service Center that is designed to consolidate services and create a “one-stop shop” to meet the needs of the community.

“We wanted to provide a nice place to eat for our employees, but also for the public,” Clark said. “The revenue earned at this café helps the disadvantaged and disabled in our community. It’s not about the county. It’s about helping people get on the road to self-sufficiency.”

More than 150 people joined AspenPointe leadership in celebrating the strategic partnership that highlights social enterprise and how it intersects with the public sector.

The large cafeteria with private rooms available hosts community meetings and is quickly becoming a destination spot for business lunches. With a full coffee bar featuring Starbucks coffee and daily lunch specials, the café is attracting a large daily crowd of county employees and citizens.

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William Brown – unmarried – 22 years of age. Sent with slip, by Mrs. Woodbury, 228 Pikes Peak Ave. Just arrived at Springs – worked in mines near Leadville last summer…has good face – but very poor clothes. Agent gave him letter to see about a place as driver of a meat wagon – with Mr. Rice – col. city – and instructed him to come back and report.

Accomplishments 2011-12

- Embarked on a new assessment and treatment system to ensure clients receive the right care at the right place and at the right time.
- Completed Phase I of Community Garden with $50,000 in community donations.
- Peer Navigator Program was awarded a USO contract to help military men and women transition to the civilian world.
- Disseminated SuperD – a supervision software and supervisory training tool developed in-house – to partners across the country.
- Piloted and successfully implemented telecommuting program.
- Completed the first year of the employee wellness program, in which nearly 50 percent of staff participated in some wellness activity.
- Partnered with a local group to create an Equine Therapy Program for youth.
- Launched Youth Outside Program to introduce at-risk youth to the outdoors to help them develop healthy habits.
AspenPointe key member of coordinated care effort

AspenPointe is a key player in a program designed to maximize support to community Medicaid recipients.

AspenPointe has partnered with Community Health Partnership, and other community organizations, to create Community Care of Central Colorado, which serves more than 22,000 eligible Medicaid members from El Paso, Teller, Park and Elbert counties.

Now in its second year, Community Care is one of seven Regional Care Collaborative Organizations (RCCO) in Colorado. One of the program’s goals is to counter some of the adverse and unintended consequences of ineffective communication between providers such as failure to share information, increased length of stay, duplicative services/increased costs, and negative patient perceptions of the health care experience.

“Care Coordination under the RCCO program works to achieve the Triple Aim in healthcare: improve patient experience, improve health of the population, and reduction in costs,” said Michael Allen, AspenPointe’s vice president of Health Network/TeleCare. “Effective care coordination allows for Community Care members to get the right services at the right time at the right place with the right provider.”

AspenPointe’s contributions thus far include housing the member service center, provider network development, data analytics and management functions, in addition to providing significant financial management and care coordination expertise.

While any new venture of this magnitude comes with its share of challenges, AspenPointe is confident the program is on the right track.

As of September, Community Care is realizing two of its three key performance indicators: the reduction of hospital readmissions and the reduction of high-cost imaging services, according to Allen.

“Our focus is currently centered on decreasing member emergency room visits,” Allen said. “We believe this metric should begin to improve with health assessment, transition-of-care and emergency department diversion strategies planned for implementation prior to the end of this year.”

Many AspenPointe clients receiving mental health and substance abuse services also qualify as members of the RCCO.

“That individuals not only benefit from our RCCO’s fundamental application of the patient-centered medical home model, but they also profit from integrated care which is often not as prevalent in a physical health care provider’s office,” Allen said.

Excerpt from Pikes Peak Aid Society ledger, June 2, 1891:

Warren H. and Martha Kneeland, staying with Mrs. Shaw, corner of Washington Ave. and 7th Street. Old lady found to be very sick when visited – in a sort of stupor – does not look as if she could possibly live…too sick to move…in a few days case will be decided one way or another. Same day Agent consulted Mrs. Arnold and Mrs. Griswold and former wrote out an order for ½ ton of coal and made arrangements with druggist Van Petters to have medicines supplied at cost price. It was also decided to pay Mrs. Shaw $3.00 per week to care for woman until such time as she can be moved. …another son in California will send for old folks as soon as house he is building there is completed and he will then care for them for the remainder of their lives. Feb. 18, 1891. Agent found woman getting better; husband – (Continued on next page)

Integrated 2011-12

Accomplishments

- Opened a new facility on Lehman Drive that houses multiple AspenPointe organizations, including a new screening center for mental health clients.
- Outcome measures and tools were identified and established across the entire organization to ensure we are serving clients well and obtaining results.
- Created iconic Café and Culinary Training Program at county Citizens Service Center, serving 47,500 customers, graduating 20 Tier-4 students and placing nine in jobs.
- Partnered with the judicial system to form a Mental Health Court.
- Added chronic pain management to telephonic care program.
- Received grant from Invest in Kids that allowed for the expansion into additional schools to prevent behavioral and emotional problems at a young age.
- Renewed contracts with Civilians for Veterans Fund and Denver Options to cover services for military, veterans and their families.
best for both to get to Cal. as soon as possible. Mrs. Wright – of Antlers – who was present at office when man called – offered to loan him $50.00 necessary to get them to their son there – some friends having promised to loan the balance. Man served all through late war and sustained partial paralysis while serving; has put in claim for back pay and invalid pension and expects it will come to him soon – when he promises faithfully to return the loan…it was decided to send Mrs. Shaw another coal and grocery order – as they are very poor—son-in-law having to dispose of his property – through inability to meet payments and they have been under great care and expense while caring for the Kneelands. February 21. Mrs. Wright left $50.00 with Agent to be used for tickets …

a most reputable and intelligent man – still stopping with her – taking care of her. They are hoping that the son in Cal. will send for them soon; a very nice old couple – members of the Meth. Church – but have never joined the body here. She has trouble with her heart now and now also has had violent palpitations – so that Dr. thinks it

Associated Charities helped community members with basic necessities like groceries, warm clothing and fuel to heat their homes during the cold Colorado winters.

Loading wood in a delivery truck, ca. 1935. ©Pikes Peak Library District

By the Numbers

A core value of AspenPointe is fiscal stewardship, acting at all times with a high sense of financial responsibility and commitment to developing funding sources to drive our mission.

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### REVENUES AND SUPPORT 2012

<table>
<thead>
<tr>
<th>Revenue Type</th>
<th>2012</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-capitated Premium Revenue</td>
<td>$25,608,404</td>
<td>46.19%</td>
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<tr>
<td>Net Client and Third-Party Revenue</td>
<td>4,875,727</td>
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<tr>
<td>State/Federal Revenue</td>
<td>12,406,099</td>
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<td>Local Government Contracts</td>
<td>4,766,338</td>
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<td>Public Support</td>
<td>932,895</td>
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<td>Other Revenue</td>
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<td>Contract Service Revenue</td>
<td>2,782,348</td>
<td>5.02%</td>
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<tr>
<td>Investment Income</td>
<td>49,433</td>
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<td><strong>Total Revenues and Support</strong></td>
<td>$55,444,469</td>
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### EXPENSES

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<th>Expense Type</th>
<th>2012</th>
<th>%</th>
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<tbody>
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<td>Personnel</td>
<td>$28,791,636</td>
<td>55.89%</td>
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<tr>
<td>Client Related</td>
<td>597,681</td>
<td>1.16%</td>
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<tr>
<td>Provider Services</td>
<td>10,450,593</td>
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<td>Occupancy</td>
<td>1,725,017</td>
<td>3.35%</td>
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<tr>
<td>Operating</td>
<td>6,319,239</td>
<td>12.27%</td>
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<tr>
<td>Professional Fees</td>
<td>1,283,509</td>
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<tr>
<td>Depreciation and Amort.</td>
<td>1,755,514</td>
<td>3.41%</td>
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<tr>
<td>Interest Expense</td>
<td>107,706</td>
<td>0.21%</td>
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<tr>
<td>VIK</td>
<td>479,458</td>
<td>0.93%</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$51,510,354</td>
<td>100.00%</td>
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### Reinvestment in Mission

$2,824,377

Associated Charities kept detailed ledgers of financial information and records of services provided to community members.

### Clients Served in 2011-12 (Some Duplicates)

- Health Services: 14,304
- Health Network/Telecare: 20,179
- Enterprises: 3,094
- Total: 37,577

### Employees

520
Photography as therapy

The advent of photography provided an additional perspective to our historical records. And while the means to capture imagery has evolved, a photographer’s ability to capture a moment in time continues to reminds us of our past and helps us leave a legacy for the future.
Photo by Art Therapy Student

Aaron

Photo ca. 1902 © Pikes Peak Library District

J.P. Stevens.
Photo by Art Therapy Student

Annette

Photo ca. 1966 © Pikes Peak Library District

Myron Wood
Photo by Art Therapy Student

Kelly

Photo ca. 1927
© Pikes Peak Library District

Harry L. Standley
Photo by Art Therapy Student

Richard

Photo ca. unknown

© Pikes Peak Library District

Unknown
generous donors gave gifts totaling $218,768.59.
AspenPointe serves the Pikes Peak region with facilities conveniently located for all residents.

AspenPointe Facilities

**Colorado Springs**
- **ADMINISTRATION**
  - 525 North Cascade Avenue
  - Colorado Springs, CO 80903
  - 665 and 675 Southpointe Court, Colorado Springs, CO 80906
- **ADULT & RURAL SERVICES**
  - 875 West Moreno Avenue
  - Colorado Springs, CO 80905
- **CHILD & FAMILY SERVICES**
  - 179 Parkside Drive
  - Colorado Springs, CO 80910
- **ACUTE SERVICES (Lighthouse)**
  - 115 Parkside Drive
  - Colorado Springs, CO 80910
- **ASPENPOINTE CAFÉ AT CITIZENS SERVICE CENTER**
  - 1675 Garden of the Gods Road
  - Colorado Springs, CO 80907
- **COUNSELING SERVICES**
  - 2864 South Circle Drive, Suite 600
  - Colorado Springs, CO 80906
- **HEALTH NETWORK & TELECARE**
  - 6208 N. Lehman Drive, Suite 317
  - Colorado Springs, CO 80918
- **ENTERPRISES & YOUTH DIRECTIONS**
  - 220 Ruskin Drive
  - Colorado Springs, CO 80910
- **TERMINAL**
  - 5867 Terminal Avenue
  - Colorado Springs, CO 80915
  - Construction
  - Maintenance
  - Furniture Warehouse

**Co-locations**
- **FAMILY MEDICAL PRACTICE OF CHARLES JOHNSON, D.O**
  - 155 Printers Parkway, Suite 230
  - Colorado Springs, CO 80910
- **PEAK VISTA**
  - 225 South Union Blvd
  - Colorado Springs, CO 80910
- **Regional**
  - **Cripple Creek**
    - Aspen Mine Center
    - 166 E. Bennett Avenue
    - Cripple Creek, CO 80813
  - **Divide**
    - 34 Hybrock Road
    - Divide, CO 80814
  - **Fountain**
    - Lorraine Community Center
    - 301 East Iowa Street
    - Fountain, CO 80817
  - **Park County: Bailey**
    - 460 County Road 43a
    - Bailey, CO 80421
  - **Park County: Fairplay**
    - 295 Fifth Street
    - Fairplay, CO 80440
  - **Woodland Park**
    - 400 West Midland Avenue
    - Suite 275
    - Woodland Park, CO 80863

**Call Center:**
- (719) 572-6100
- (855) AspenPT
- Crisis Line:
  - (719) 635-7000
AspenPointe Health Services board members

**Member of both boards**

* AspenPointe Health Services board members
** Member of both boards*
A sincere thanks to our dedicated staff, whose hard work and passion play an integral part in our mission of empowering clients, enriching lives and embracing purpose.

Morris L. Roth
President & CEO

Shelly E. Kennedy
Executive Coordinator to the President & CEO

Paul D. Sexton
Deputy CEO

Kelly Phillips-Henry
Chief Operating Officer

Kevin Light
Chief Financial Officer

Fred H. Michel, M.D.
Chief Medical Officer

Rick Mack
Senior Vice President, Human Resources

Nancy Craney
Vice President, AspenPointe Health Services

Jonathan Liebert
Vice President, AspenPointe Enterprises

Michael Allen
Vice President, AspenPointe Health Network & Telecare

Kevin Porter
Vice President, Marketing & Sales

Mark Vogtner
Vice President, Information Technology

Gene Contreras
Corporate Controller

Bill Landsberg
Legal Counsel