

# Empowering Communities



SWOPE COMMUNITY  
ENTERPRISES<sup>SM</sup>

Innovative Solutions for Healthier Communities<sup>®</sup>

*2005 Annual Report*



## *Our Vision*

*Self-empowered, healthy people in healthy communities.*

## *Our Mission*

*Swope Community Enterprises is dedicated to provide solutions to improve the physical, behavioral, and economic well-being of individuals, families, and communities.*

## *Our Values*

- *Serving all members of the community, regardless of socioeconomic status.*
- *An intimate understanding of our customers' needs.*
- *Empowered associates working in a team-based, problem solving environment.*
- *The development of associates to reach their full potential.*
- *Cultural diversity in our staff and the communities we serve.*
- *Community participation in the organization.*
- *Our role as a leader and innovator.*
- *Conducting business in a manner above reproach demonstrated by honest, trustworthy and morally responsible actions that support mutually beneficial relationships.*
- *Growing the business of our member companies to more effectively serve the enterprise's beneficiaries.*

## Message from the Chairperson



In 2005, Swope Community Enterprises (SCE) made significant progress in implementing the following key initiatives outlined in the strategic management plan:

- Identifying business growth opportunities
- Instituting critical systems to ensure financial health
- Promoting shared values among our associates, across all affiliates
- Implementing a process management model for greater internal efficiency
- Empowering associates to deliver customer-focused service

Swope Health Services (SHS) has responded to recent and ongoing funding challenges by developing improved provider staffing patterns to increase users and productivity while reducing costs per visit. In June 2005, Swope Health Wyandotte was relocated to larger, refurbished offices in the Bethany Medical Building and a much-needed dental clinic is opening at the same location in April 2006. SHS providers continue to introduce programs and services designed to educate and empower patients to make appropriate decisions that will positively impact their health and the health of their families. A recent addition is the nationally-recognized Healthy Steps program, a team approach to infant health tracking physical, behavioral, developmental and environmental factors. Parents are intensively involved with all recommended therapies, exercises and environmental adjustments.

Under the leadership of its new president, Kelvin Simmons, Swope Community Builders (SCB) opened The Shops on Blue Parkway in the fall of 2005. The final piece of the Mount Cleveland Initiative begun in 1991, this retail center provides economic stability to the Brush Creek Corridor as well as core services and employment opportunities to surrounding communities. SCB has been named the designated redeveloper of the Brush Creek Corridor from Elmwood to Bruce R. Watkins, where more than \$71 million in investment is anticipated as imminent

development plans are solidified. SCB, in partnership with Sherman and Associates and the City of Kansas City, Missouri, has proposed a redevelopment plan that will transform the long-forgotten east side of downtown into a bustling, mixed-use urban village in the next few years. The \$350 million investment will focus on the 12 city blocks bounded by 8th, 13th, Locust and Charlotte streets. In addition to development activities, SCB continues to empower the communities served through collaborative programs such as the Community Security Initiative, YouthBuild, and the Urban Youth Theater.

SCE launched its shared services organization in 2005, Swope Community Enterprise Services (SCES), under the leadership of Verneda Bachus Robinson, Chief Operating and Chief Human Resources Officer. In response to the need for greater internal efficiency, this shared services entity was created primarily to retain control and increase professionalism of core “back office” functions including accounting, information services, human resources and purchasing/materials management. A key component of this process will be the implementation of an Enterprise Resource Planning management system that integrates disparate systems and manual processes into a single software program and database, creating process efficiencies and providing enhanced managed information. SCES will ensure that all member companies are unencumbered with administrative processes and functions, and empowered to focus on their core mission.

Across the Enterprise, SCE is on track in the pursuit of its vision: Self-empowered, healthy people in healthy communities. We thank our patients, neighbors, boards, public and private partners who work collaboratively with us each and every day to provide solutions to improve the physical, behavioral and economic well-being of individuals, families and communities.

Sincerely,

A handwritten signature in black ink, appearing to read "E. Frank Ellis". The signature is fluid and cursive.

E. Frank Ellis  
Chairman

## *Board Members*

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### **SWOPE COMMUNITY BUILDERS**

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# SWOPE COMMUNITY ENTERPRISE SERVICES<sup>SM</sup>

## *Highlights / 2005*

Swope Community Enterprises' shared services organization, Swope Community Enterprise Services (SCES), was officially launched in September 2004, under the leadership of Verneda Bachus Robinson, Chief Operating and Chief Human Resources Officer. SCES' mission is to become the model for expert and efficient delivery of core business processes and professional services. SCES' vision is that all SCE member companies are unencumbered with administrative processes and functions, and empowered to focus on their core mission.

SCES' shared services is a model for delivering administrative support, combining and consolidating accounting, information services, human resources and purchasing/materials management into one distinct, market-efficient entity. SCES was created primarily to retain control and increase professionalism of core "back office" functions to maximize cost efficiencies. SCES organizational highlights include:

- Established key roles and resources as the foundation for development of a shared services organization.
- Established SCES Leadership Team consisting of Vice President Accounting, Vice President Information Technology, and Vice President Organizational Development roles.
- Expanded use of technology with implementation of on-line employment application system and applicant tracking.
- Launched Performance Management Review Process with common review date for all exempt staff, aligning performance reviews with the business cycle.
- Conducted Quality of Work Life survey to assess consistency of values and culture throughout the entire SCE organization.
- Implemented significant, company-wide training and development initiatives addressing:
  - Customer Service
  - Diversity
  - Staffing and Selection
  - New Hire Orientation



▲ Associates participate in "The Customer" training.



▲ Associates celebrate cultural diversity at the company picnic.



# SWOPE HEALTH SERVICES<sup>SM</sup>

## Highlights / 2005

Swope Health Services (SHS) provides health care to more than 40,000 Medicaid-eligible and uninsured individuals each year through five clinic locations in the Greater Kansas City area. As one of the largest FQHC (federally-qualified health center) community health care systems in the country, SHS associates daily address challenging social service and health care issues including:

- Disparities in minority health, particularly in African-American and Hispanic populations
- Access to health care for the uninsured working poor
- Pharmaceutical costs
- Obesity and diabetes in children and adults
- Behavioral health issues including depression and abuse
- Homelessness
- Dental care

### OPERATIONS HIGHLIGHTS

- Successfully completed relocation of Wyandotte Clinic resulting in 421 new users in the first 70 days of operation.
- Increased medical encounters by 7%, equating to 4,013 more visits over calendar year 2004.
- Acquired state-of-the-art pharmacy and laboratory equipment resulting in increased productivity of 10%.
- Reaching out to those communities affected by Hurricane Katrina, SHS provided health services to families who were displaced by Hurricane Katrina and relocated to Kansas City.

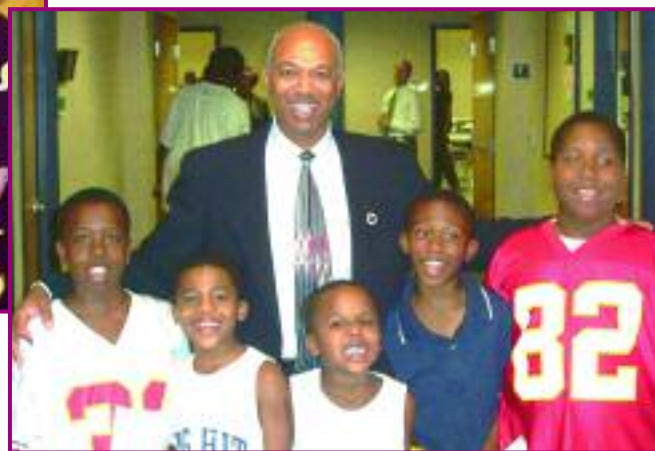


▲ Swope Health Wyandotte relocated to more spacious, refurbished offices in 2005.

- Awarded \$1 million federal grant championed by Senator Kit Bond and successfully launched the Pediatric Screening and Intervention Project resulting in an increase of Early Periodic Screenings of 48% from 2004 to 2005.
- Awarded 330 grant renewal of \$6.2 million from the Bureau of Primary Care Department of Health Resources Services Administration.
- Successfully implemented Prescription Assistance Program resulting in free drugs for homeless clients.
- Successfully implemented pilot dental program at Head Start facility.
- Upgraded AS400 Patient Management System, doubling memory and improving response time by 25%.
- Negotiated contract with reference laboratory to provide free lab services to indigent and homeless patients.
- Completely remodeled the Birchtree Annex, which now serves as the primary training site for Swope Community Enterprises member companies.

### COMPLIANCE/PERFORMANCE IMPROVEMENT HIGHLIGHTS

- Achieved 100% compliance with all Joint Commission standards for Ambulatory and Behavioral Health (JCAHO) based on the JCAHO Periodic Performance Review.
- Successful performance review meeting all compliance and governance standards for 2000-2005 project period for HRSA grant award.
- Reduced risk of patient suicide, injury to staff and delay in treatment through Failure Mode and Effect Analysis process in behavioral health and laboratory.



▲ Swope Health Services President Barrett Hatches embraces young Hurricane Katrina victims. They are part of a large family from New Orleans who came to SHS for health services.

## MEDICAL ADMINISTRATION HIGHLIGHTS

- An improved provider staffing pattern was implemented, resulting in increased users, encounters, higher team productivity, reduction in cost per visit and increased use of sliding fee discount taken from federal funding.
- A pool of Non-Physician Practitioners was developed, creating an opportunity for our physician staff to devote even more time to complex patient issues. This system improves management of disease states, which equates to better management of cost to the health care system as well as quality of care for the patients.

## BEHAVIORAL HEALTH HIGHLIGHTS

### Children & Adolescent Services:

- A New Intensive Level Community Psychiatric Rehabilitation Center (CPRC) Team was added.
- CPRC Services were added to two additional schools.
- New computerized children's intake packet was developed and implemented in September 2005 which meets standards for the new Medicaid and Cenpatico health care standards.
- A new contract with the Local Investment Commission was developed for Blenheim School to provide outpatient counseling services for behaviorally challenged students.

## Outreach Services

- The Health Ambassadors represented SHS in the community through participation in over 40 events including health fairs, and church and neighborhood meetings.
- The Health Ambassadors knocked on over 2,000 doors and completed 1,000 face-to-face educational health sessions.
- More than 250 women received free mammograms through funding provided by the Susan G. Komen Foundation.

## SWOPE HEALTH FOUNDATION HIGHLIGHTS

- Presented the 10th annual Treat Town, a public service providing a safe, warm, trick-or-treating experience for more than 2,000 urban core children.
- Hosted the Great Leaders Fundraising Dinner that featured the roasting of prominent attorney Herb Kohn. The event yielded \$375,000 for SHS.



▲ *The Wild Women (from left) Lori Tucker, Geneva Price, Millie Edwards and Myra Taylor, are always a house favorite at Jazz Outreach.*



▲ *Substance abuse awareness and education for the community is an ongoing effort for behavioral health associates.*



# SWOPE COMMUNITY BUILDERS

## Highlights / 2005

Swope Community Builders (SCB) is a nonprofit community development corporation that fosters partnerships with residents and stakeholders to transform the physical, social and economic landscapes of urban neighborhoods.

- **Brush Creek Redevelopment Program:** SCB is the designated redeveloper of the Brush Creek Corridor from Elmwood to Bruce R. Watkins. As the redeveloper, SCB proposes to lead the way in the construction of approximately 600,000 square feet of commercial space, more than 230 new residential units and 1,230 new jobs. More than \$71 million in investment is anticipated along the Corridor. The City and State have pledged the use of the new taxes resulting from the redevelopment to help reimburse redevelopment costs and to assist in financing community improvements as determined by the community.
- **East Village:** SCB, Sherman Associates, J.E. Dunn Company and the City of Kansas City have joined forces in their redevelopment efforts of the east side of downtown. SCB and Sherman Associates (known as East Village L.L.C.) propose to construct a total of 1,200 affordable and market rate housing units, as well as the construction of more than 87,000 square feet of neighborhood retail space at an investment of approximately \$300 million. The City has pledged the use of the new taxes resulting from the redevelopment to help reimburse related redevelopment costs.



- The Columbia Housing Authority Revitalization Plan is made up of an Assessment Report and Concept Plan, that when combined, provides a rational basis and approach to the redevelopment of an affordable housing site in Columbia, Missouri. The planning and development teams of SCB were selected for their expertise in creating viable development options for distressed properties.
- SCB successfully completed the closing with the Missouri Housing Development Commission for a 9% low income housing tax credit for the development of 40 units of affordable rental housing. Parkway

Apartments represents a partnership between SCB and Neighborhood Housing Services. Total development costs are \$8.2 million, and the completion date is scheduled for the first quarter of 2007.

- Outside of its traditional services, SCB hosted a construction job fair, at which more than 800 individuals were provided the opportunity to interview with various trades, unions and construction companies. More than 150 applicants were placed as a result of that event.
- Reaching out to those communities affected by Hurricane Katrina, SCB, in concert with Swope Health Services, provided housing, health care, and job placement to more than 38 families. SCB continues to provide technical assistance to communities in Louisiana as they recover from Katrina.
- **Multi-Neighborhood Clean-Up:** SCB coordinated this event in an ongoing effort to keep neighborhoods clean. The communities involved were Sheraton Estates, Swope Parkway Elmwood Neighborhood Association (SPENA), Town Fork Creek (TFC), Foxtown East, Foxtown West, Noble, Oak Park, Blue Hills and Mt. Cleveland. The event drew more than 580 volunteers from surrounding high schools, Hyman Brand Hebrew Academy, Alpha Phi Alpha fraternity, Aspen Youth Experience and surrounding communities.
- **The Back To School Rally:** This event was held on August 27, 2005, at the Swope Park Band Stand. School supplies, backpacks, health and safety information were distributed to 4,000 urban core students.
- The YouthBuild Program was awarded its third HUD grant of \$700,000.



▲ Volunteers pose with collected tires at the Multi-Neighborhood Clean-Up.

▲ Thousands of backpacks were distributed at the SCB Back To School Rally.

## AURI UPDATE

2005 was an important year of transition for the Applied Urban Research Institute, including several notable accomplishments and an important corporate reorganization consolidating AURI's long-standing, close relationship with our affiliate, Swope Community Builders. Several key AURI staff transitioned to positions with Swope Community Builders, and continue the creative redevelopment program as part of a more efficient, mission-focused team.

Some of AURI's more significant activities in 2005 included working with Community Builders in the formulation of a greatly expanded new vision for reinvestment in the Brush Creek Corridor, as well as three other major projects:

- City of Mission: AURI teamed with BNIM Architects to prepare the Rock Creek Redevelopment Master Plan for

the City of Mission, Kansas. With significant input from the community residents and businesses, this plan provides a vision to turn the flood-prone Rock Creek into a recreational asset and conversion of the area near old Mission Mall into a pedestrian-friendly environment.

- Eastwood Hills Neighborhood Plan: Completed on behalf of the City of Kansas City a neighborhood plan which serves as a guide for community reinvestment for this emerging community on the City's east side.
- KCEED Loan Program—LAMP Rediscover Project: Construction of approximately 28,000 square feet of clinical/office space and 15,000 square feet of residential uses by Project Rediscover, at Linwood and Bruce R. Watkins in the Ivanhoe neighborhood, providing childcare and classroom functions in the lower level of the building.

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## Management

### SWOPE COMMUNITY BUILDERS

Kelvin Simmons, M.B.A., *President*  
John Crawford, *Vice President Urban Planning*  
Patrick Doolan, C.P.A., *Vice President Finance and Administration*  
Emmet Pierson Jr., B.G.S., *Vice President Development and Real Estate*  
Kimiko C. Black Gilmore, M.P.A., *Director Community Relations*  
Victor Martin, M.A., *Director Youth Build*

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Cheryl May, B.A., B.S., *Vice President Organizational Development*  
Robert Scarbrough, M.B.A., M.C.P., *Vice President Information Technology*  
Greg Adams, C.P.A., *Director Financial Accounting*  
Russell Petry, B.A., *Director Accounting Operations*  
Bill Borchers, *Director Business Applications*  
Susie Hanna, M.E.D., *Director Associate Relations*  
David Kraxner, *Director Enterprise Infrastructure*

### SWOPE HEALTH SERVICES

Barrett Hatches, M.A., *President*  
Otis Latimer, M.D., *Medical Director*  
J. Cornelius Brown, M.A., *Chief Operating Officer*  
Gloria Joseph, M.S.W., *Vice President Behavioral Health*  
Janice Love, M.S., *Vice President Operations*  
Hewart Tillett, M.B.A., C.P.A., *Vice President Finance*  
James True, M.D., *Associate Medical Director*  
Danielle Foster, M.S., *Director Compliance*

### SWOPE COMMUNITY ENTERPRISES

E. Frank Ellis, M.P.H., *Chair and CEO*  
Barrett Hatches, M.A., *Executive Vice President and Senior Vice President Clinical Operations*  
Gary Brown, J.D., *Vice President Legal Affairs*  
Kant Doshi, M.S., C.P.A., *Senior Vice President Business Planning and Analysis*  
Verneda Bachus Robinson, M.B.A., *Senior Vice President Human Resources*  
Kelvin Simmons, M.B.A., *Senior Vice President Development*  
Patrick Kaufman, *Senior Vice President Finance*  
Crystal Williams, B.A., *Vice President Development and Government Relations*

## *Leave A Legacy*

In the heart of the inner city, Swope Health Services stands as a testament to the belief that ALL are entitled to quality health care services, regardless of their ability to pay.

In 2005, over 40,000 citizens, many of whom live in poverty, came through our doors for help. Over 18,000 of those patients were children.

Swope is much more than a community health center:

**SWOPE IS UNIQUE.** Patients benefit from the groundbreaking synergy of health care services, mental health programs and community outreach.

**SWOPE IS COMPREHENSIVE.** We are committed to breaking the cycle of poverty in the urban core with dynamic programs that empower our neighbors and promote self-sufficiency.

**SWOPE IS REACHING OUT.** Satellite clinics have been established in Kansas City, KS (Swope Health Wyandotte and Swope Health Quindaro), the Northland (Swope Health Northland) and Independence (Swope Health Independence), serving populations in desperate need of affordable outpatient care.

**SWOPE IS REVITALIZING.** A natural extension of Swope's mission is to embrace the health of entire neighborhoods. Seven communities have been reclaimed

from urban decay and more will follow. Crack houses have been replaced with new homes, new businesses, new hope.

Our nationally and internationally recognized model for urban renewal was born right here in the heart of Kansas City!

### **HEALTHY PEOPLE IN HEALTHY COMMUNITIES.**

Neighborhood by neighborhood, the vision is becoming a reality; and the cost to nurture this vision exceeds the level of government and foundation support we receive. It is the generosity of forward thinking corporations and individuals that will ultimately see us through.

We are deeply grateful to our donors, whose names grace these pages.

There are many ways to help our patients in need. Planned giving or charitable gift planning refers to leaving a gift from your estate to charitable organizations of your choice. Planned gifts are typically named in a will or trust that goes into effect after a donor's lifetime.

There are many ways to help the Health Center AND make a wise investment. We encourage all who are interested in furthering our work in Kansas City's neighborhoods to call 816-922-7645, ext. 6366 for information or visit our web site at [www.swopehealth.org](http://www.swopehealth.org).



## *Seven Ways to Make a Significant Impact on the Lives of People that Swope Health Services Serves and Reduce Your Taxes*

### **1. REMEMBER SHS IN YOUR WILL – IT'S EASY!**

An attorney can help you write a will if you don't have one, and can help you change your will to specify the dollar amount, the percent of your estate, or the piece of property you intend to leave to the Swope Health Foundation. This may lower the amount of estate taxes your family might have to pay.

### **2. DONATE STOCK OR MUTUAL FUNDS**

If you donate stock you've owned for more than one year, your tax deduction is based on the fair market value of the stock today.

### **3. NAME SHS AS THE BENEFICIARY OF ALL OR PART OF YOUR PENSION, TAX-SHELTERED ANNUITY OR IRA**

Your large pension plan assets can be subject to double or triple taxation (federal estate, federal income, and state death and state income tax). If you give the plan to Swope, your heirs avoid income and estate taxes on your plan balance.

### **4. CONTRIBUTE A LIFE INSURANCE POLICY**

You may want to designate SHS as a primary or secondary beneficiary of an existing life insurance policy or you may want to take out a policy and donate the entire amount to SHS. A life insurance gift allows you to receive tax deductions on premiums paid and dividends assigned. It also helps your heirs avoid probate, estate and inheritance taxes.

### **5. GIVE A GIFT ANNUITY AND RECEIVE INCOME FOR LIFE**

In exchange for some gifts of cash, stock or securities, we will pay you (or your spouse) a guaranteed income for life. In addition, you receive a substantial income tax deduction and part of the annual payment is non-taxable.

### **6. SET UP A CHARITABLE REMAINDER TRUST**

By giving some of your assets to a charitable remainder trust, you can receive an income for life for you and your spouse with the remaining value in the trust passing to Swope at your death(s). Some of the tax benefits include avoiding estate and capital gain taxes while getting a partial income tax deduction.

### **7. GIVE A REAL ESTATE OR PERSONAL PROPERTY GIFT**

You will receive a substantial income tax deduction by deeding your home to SHS now. You can continue to live in your home without disruption. At your death, the property will be sold and the proceeds will support our mission.

*SHS recommends that you consult your attorney and/or accountant about the tax and legal aspects of planned gifts.*



## Gifts

### PLANNED GIFTS

Stephen T. Adams  
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Jane Crigler  
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Kenneth Ferguson  
Cathy McCarthy  
Shawn & Lisa Morse  
Dan O'Connell & Lisa Schultes  
Namish Patel  
Dr. Dhamalakshmi Renegachary  
Dr. James D. and Jane True

### 2005 FOUNDATION SUPPORT

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REACH Healthcare Foundation  
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Dr. Nelson Johnson

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### **IMANI HOUSE**

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