



M MAVEN
PROJECT
2023
Annual Report





Dear Friends,

As we approach our 10th anniversary in 2024, marking a decade of MAVEN Project's impact, I'm moved to reflect on our journey and the transformative power of delivering specialty healthcare to communities with limited access.

2023 was a landmark year. We launched our custom-built platform to facilitate medical consults and mentoring sessions, expanded to serve 385 clinic sites across 24 states (and D.C.), and connected frontline providers with 196 volunteer physicians representing 69 specialties. Together, we delivered rapid-response consultations to mentoring sessions and continuing education, ultimately enabling access to specialty care for 2.2 million patients.

The numbers tell one story, but the human impact tells another. Each consultation represents a patient who received specialty care locally, from a provider they trust. Each mentoring session strengthens a clinician's confidence and capability. Each educational session ripples through a community, improving care for countless future patients.

Yet significant challenges remain. Thirty million people across the U.S. still rely on safety net clinics as their primary source of healthcare, and the physician shortage continues to grow. These realities only strengthen our resolve to expand our reach and deepen our impact.

None of this would be possible without our remarkable physician volunteers, who give their time and expertise so generously; our dedicated staff of 14, who work tirelessly to support our mission; and our donors, whose belief in our vision makes everything we do possible.

As we enter 2024, we're setting ambitious goals to double our clinic partnerships over the next few years and expand our presence across the United States. With your continued support, we'll bring comprehensive specialty care to even more communities in need.

With gratitude,
Laurie Green, MD
Founder & Board Chair



PHOTOGRAPH BY JEFFREY M. HARRIS

PHOTOGRAPH BY JEFFREY M. HARRIS

SAUL LOEB, CHAIRMAN
Natalie Green, MD
Natalie Green, MD
Natalie Green, MD
Natalie Green, MD

The U.S. lags behind other high-income countries in health care access.¹

Geographic, economic, and administrative barriers prevent many Americans from accessing specialty and comprehensive health care—even when they have health insurance. This puts immense pressure on the primary care providers in clinics focusing on underserved communities (often called safety net clinics).

Culturally competent nurse practitioners, physician assistants, and doctors in these clinics serve patients with complex medical needs, all while navigating resource constraints and limited access to specialists. With a growing physician shortage and high burnout rates,² the importance of our work is only increasing.

¹Commonwealth Fund: A Portrait of the Failing U.S. Health System

²McKinsey: The Physician Shortage Isn't Going Anywhere

Over 30 million patients are served by 14,000+ safety net clinic sites nationally.

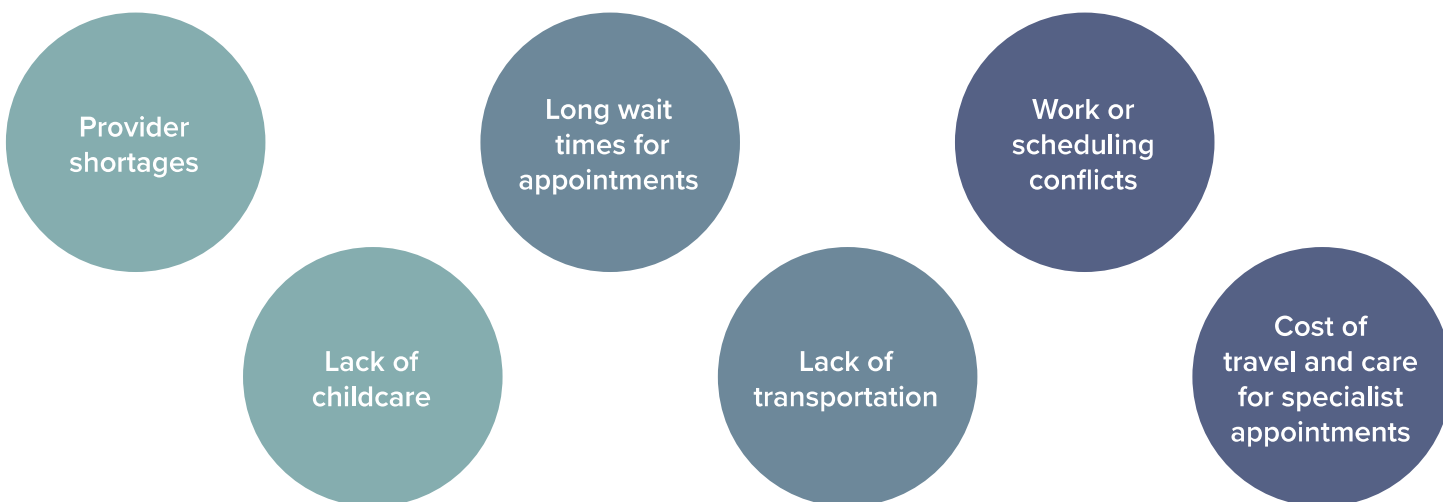
Patients

- + 1 in 5 patients is uninsured
- + 1 in 5 patients is a Medicaid beneficiary
- + 1 in 3 lives in poverty
- + 63% are members of racial/ethnic minorities
- + 1 in 4 patients is under the age of 18

Providers

- + More than 50% are non-physicians (i.e., NPs, PAs, etc.)
- + Many have less than 5 years of experience after completion of training
- + Have limited access to specialty care resources
- + Possess strong cultural competence

These communities face many barriers when it comes to accessing specialty health care.





Mission

MAVEN Project addresses inequities in health care by connecting providers at safety net clinics with expert physician volunteers for medical advice, mentorship, and education, giving clinic patients rapid access to high-quality specialty care.

Vision

Expert health care for everyone, when and where they need it

Values

Collaboration, Innovation, Equity, Respect



Our Impact: MAVEN by the Numbers

In 2023, we provided more access to specialty health care than ever before.

Patient impact

75% of consults eliminated the need for an external referral

99% of consults provided knowledge for future use

\$11M Estimated value of care delivered

14¢ Operating cost per patient reached

Services we provided

9,638
Medical
consults

814
Mentoring
sessions

150
Educational
sessions

Partners

3,718 Clinic providers with active MAVEN Project accounts

120 Clinic operators

385 Clinic sites

24 States + Washington D.C.

Our expert volunteers

196

Total
volunteers

69

Specialties

72

Mentors

30+

Average years of
clinical experience

Our Reach

Our volunteers are supporting primary care providers across the country.

“

ILLINOIS

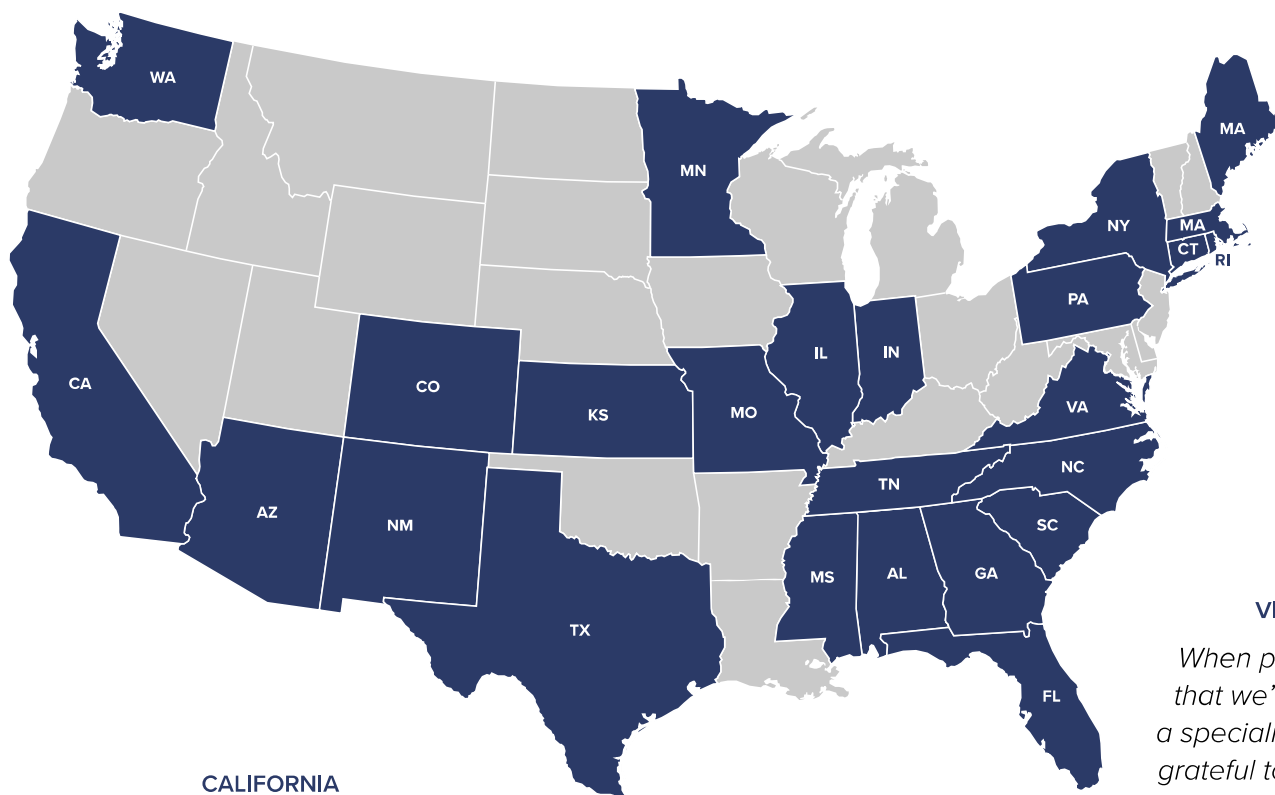
MAVEN Project volunteers are quick to respond and their experience-based perspective is so much more valuable than me just reading guidelines online.

NP, Chicago Women's Health Center

MASSACHUSETTS

It's specialty care at our fingertips. Providers are supported, and patients feel taken care of.

MD, Kennedy Community Health Center



CALIFORNIA

Access to experts has really improved our quality of care. We can address issues more quickly and keep people out of the emergency room.

PA, Big Bear Valley
Community Healthcare District

FLORIDA

My MAVEN Project mentor helped me develop new services that have directly impacted patient care. We have seen improvements in A1Cs and reduction in diabetes complications.

NP, Brevard Health Alliance

VIRGINIA

When patients learn that we're consulting a specialist, they are so grateful to avoid a long wait and that we can address their health concerns all in one place.

DNP, Culmore Clinic

■ States in which we have partner clinic sites
(24 states + Washington D.C.)

”

Our Service Lines: Medical Consultations

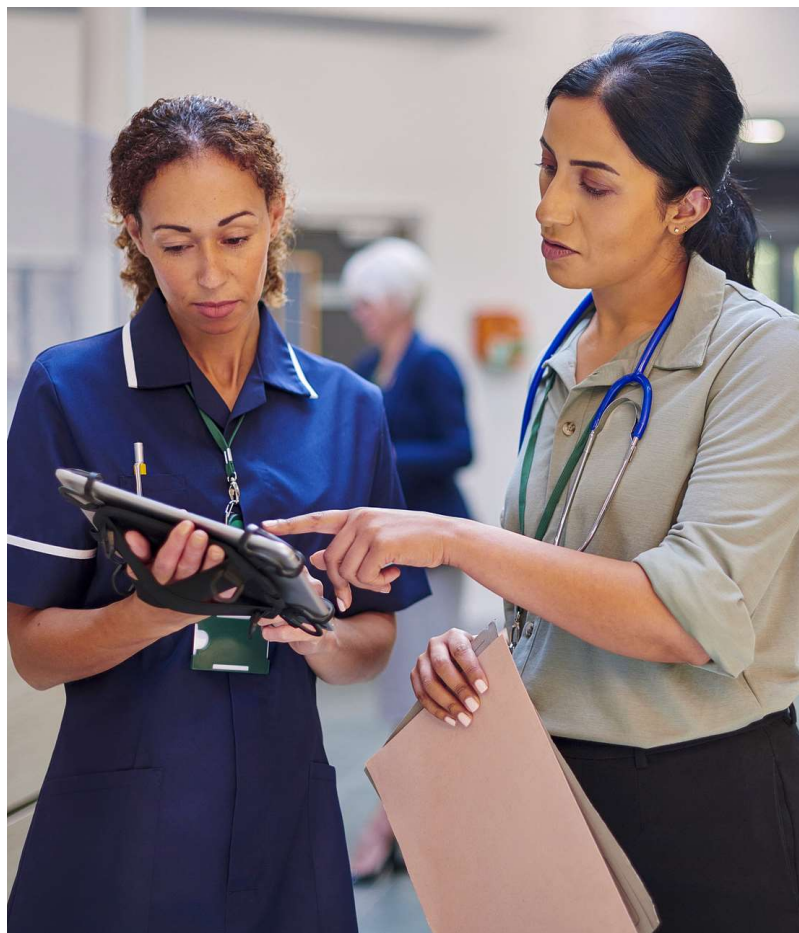
Our platform serves as a virtual meeting place where safety net primary care providers (PCPs) can connect with specialists through video or eConsults. As if they were just down the hall, our volunteers help PCPs accurately diagnose and develop targeted treatment plans, drawing upon the latest clinical knowledge and years of hands-on experience. This approach ensures that patients receive the right care without delays or the need to travel, all while staying in the trusted hands of their PCP.

2023 in Review

- + 9,356 eConsults
- + 99 video consults
- + 55 group consults
- + 3 phone consults
- + 22 new volunteers
- + 7 new specialties
- + 22 hour average response time

Most Utilized Specialties

NEUROLOGY
DERMATOLOGY
RHEUMATOLOGY
HEMATOLOGY
INFECTIOUS DISEASE
NEPHROLOGY
UROLOGY
ENDOCRINOLOGY
CARDIOLOGY
GYNECOLOGY



Feedback

“

Dr. Kutz went above and beyond working through my query, even offering suggestions for resources to reference with patients.

About Dr. David Kutz, Clinical Psychology

I am so thankful for Dr. Greenwald's recommendation. I learned a lot that I can apply to future situations.

About Dr. Maria Greenwald, Internal Medicine

”

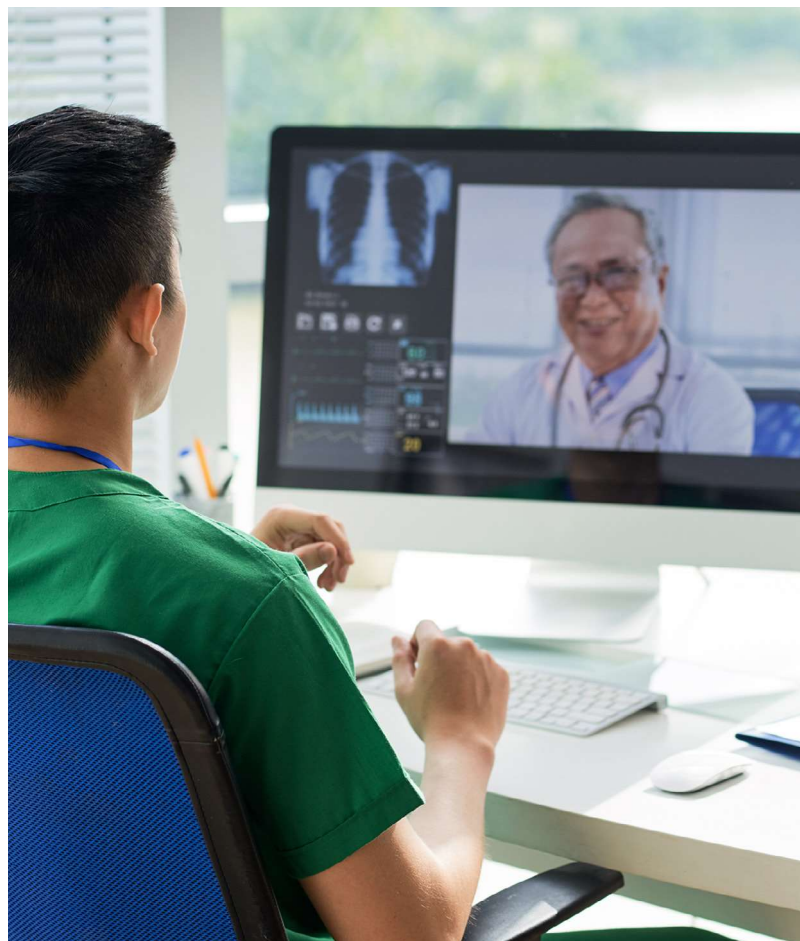
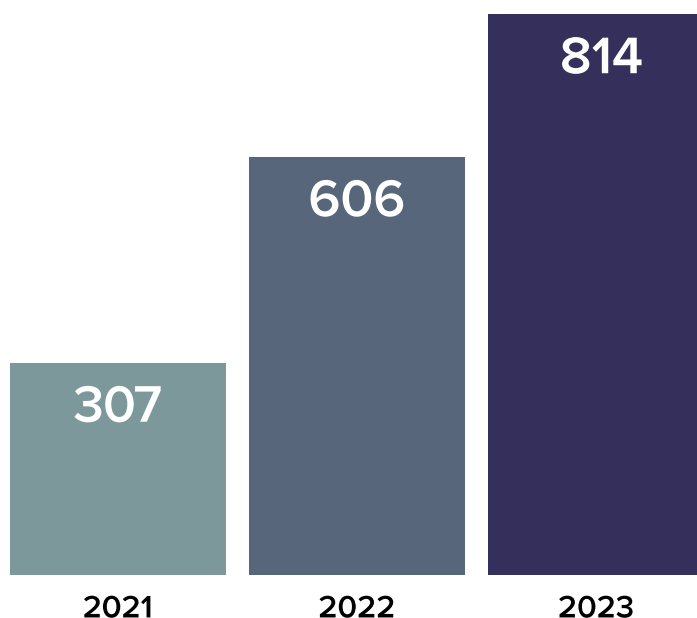
Our Service Lines: Mentoring

In safety net clinics, providers often face complex cases alone. MAVEN Project's mentoring program pairs these clinicians with experienced physician volunteers who become trusted advisors and confidants. This relationship-based support goes far beyond clinical guidance—our mentors share decades of practical wisdom, helping providers build confidence, prevent burnout, and rediscover the joy in medicine. Whether discussing challenging cases, developing leadership skills, or navigating career decisions, these ongoing partnerships create both immediate impact and lasting change, empowering providers to better serve their communities for years to come.

2023 in Review

- + 95 mentor requests
- + 45–80 sessions per month

Mentor Growth since 2021



Feedback

“

Thank you for your dedication to supporting newer-to-practice providers! It was so helpful to have you as a sounding board in my first year.

About Dr. Marco Baisch, Pediatrics

I have learned so much in the past year from Dr. Hart that has helped me grow professionally and personally.

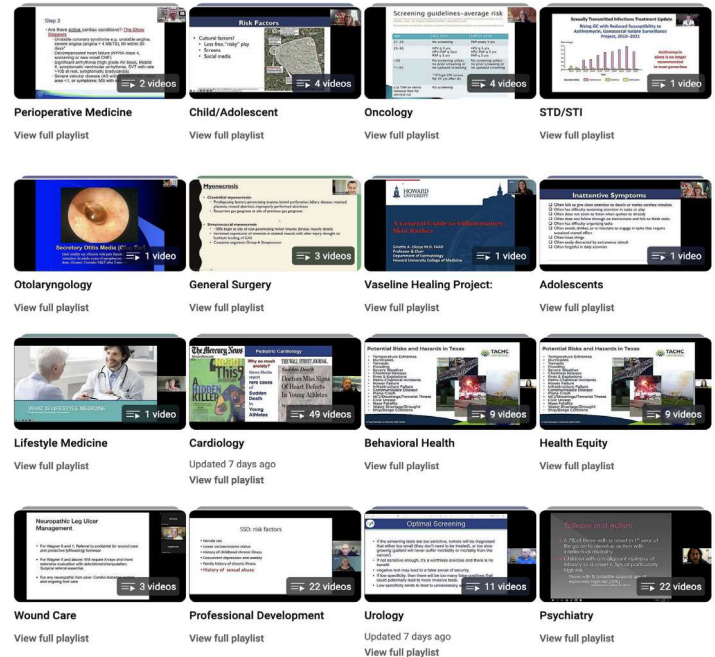
About Dr. Hart, Family Medicine

”

Our Service Lines: Educational Sessions



Each year, more than one million articles are published across 30,000 medical journals—an overwhelming volume that no practitioner can fully absorb, evaluate for accuracy, or distill into clinically relevant insights. That's where our MAVEN Project education sessions come in. Led by physicians with decades of experience—many of whom have authored papers and clinical guidelines—our sessions translate the latest research into practical, memorable advice tailored specifically for safety net providers. Offered both on-demand and live, these expert-led sessions are available on TheMAVENProject YouTube channel and are accredited for Continuing Medical Education (CME) points, underscoring their educational value.



Learn from our expert physician volunteers on our YouTube channel [@themavenproject2568](https://www.youtube.com/channel/UCmavenproject2568)

2023 in Review

- + 2,512 total attendees
- + 116 CME accredited sessions
- + Received accreditation as a continuing medical education (CME) provider

Session Highlights

- + *A Clinical Approach to Opioid Addiction* with Dr. Timothy Fong
- + *Clinical Management of ADHD* with Dr. Wendy Silver
- + *Food for Thought: Principles of Human Nutrition* with Dr. Douglas Levin
- + *Cancer Screening: A Primary Care Approach* with Dr. Carrie Horwitch

Feedback

“One hour was perfect. The material shared was really interesting. These sessions are excellent — I hope we could have monthly trainings or sessions.

[Session on Long COVID](#)

Thank you for offering this webinar and speaking on such a complicated and sensitive topic. Thank you for sharing your experience, and for your guidance on how we can all create a better world.

[Session on Recognizing and Reducing Unconscious Bias](#)

Volunteer Feedback

Safety net providers express gratitude for MAVEN Project mentors and consultants.

Dr. LoAn Nguyen, Internal Medicine

"I am deeply thankful for the connection with my mentor. Dr. Nguyen has been a steady presence and a cheerleader for me. She has built up my confidence."

Partner provider about their mentorship from Dr. Nguyen



Dr. Sandhya Yadav, Dermatology

"This consult was so helpful! Saved my patient a long wait for dermatology when there was an easy answer."

Partner provider about their medical consult with Dr. Yadav



Dr. Gus Garmel, Emergency Medicine

"Thank you so much, Gus! Your unwavering encouragement and positive, yet realistic attitude will stay with me throughout my career."

Partner provider about their mentorship from Dr. Garmel



Dr. Lucius Wright, Nephrology

"The consult was very thorough and helped confirm my plan of care, improved my understanding of the disease process, and the diagnostic workup. Thank you!"

Partner provider about their medical consult with Dr. Wright



Volunteer Awards

Every year we honor four volunteers for their exceptional contributions.

Volunteer of the year: Dr. John Farnen

Dr. John Farnen is a retired Adult Clinical Hematologist with 30 years of experience who found new purpose through volunteering.

Providers praise his thorough, educational approach that addresses

immediate patient needs while enhancing their own medical knowledge. As one provider noted, “Working with Dr. Farnen has helped me save patients money and become more confident treating hematology-related issues.”



Mentor Award recipient: Dr. Tom Norris

With a 40-year career in family medicine and as a founder of the field of family medicine, Dr. Tom Norris held roles as Professor and Chair Emeritus at the University of Washington.

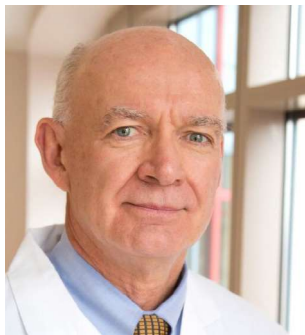
Over the past two years, he has mentored five healthcare providers, including nurse practitioners and physicians from various health centers. His mentees praise his ability to provide practical advice, medical knowledge, and career guidance as he helps them improve leadership skills, time management, and long-term career planning.



Champion award recipient: Dr. William Mackey (1950-2023)

The 2023 Deborah Gold, MD Champion Award was posthumously presented to William Mackey, MD (1950-2023). A distinguished vascular surgeon with a 37-year career, Dr. Mackey

literally saved limbs through his eConsults. In 2022 alone, Dr. Mackey conducted over 70 consults and led two medical webinars for safety net clinic providers. Clinic staff praised his compassionate approach, prompt responses, and detailed guidance.



Educator Award recipient: Dr. Judian Smith

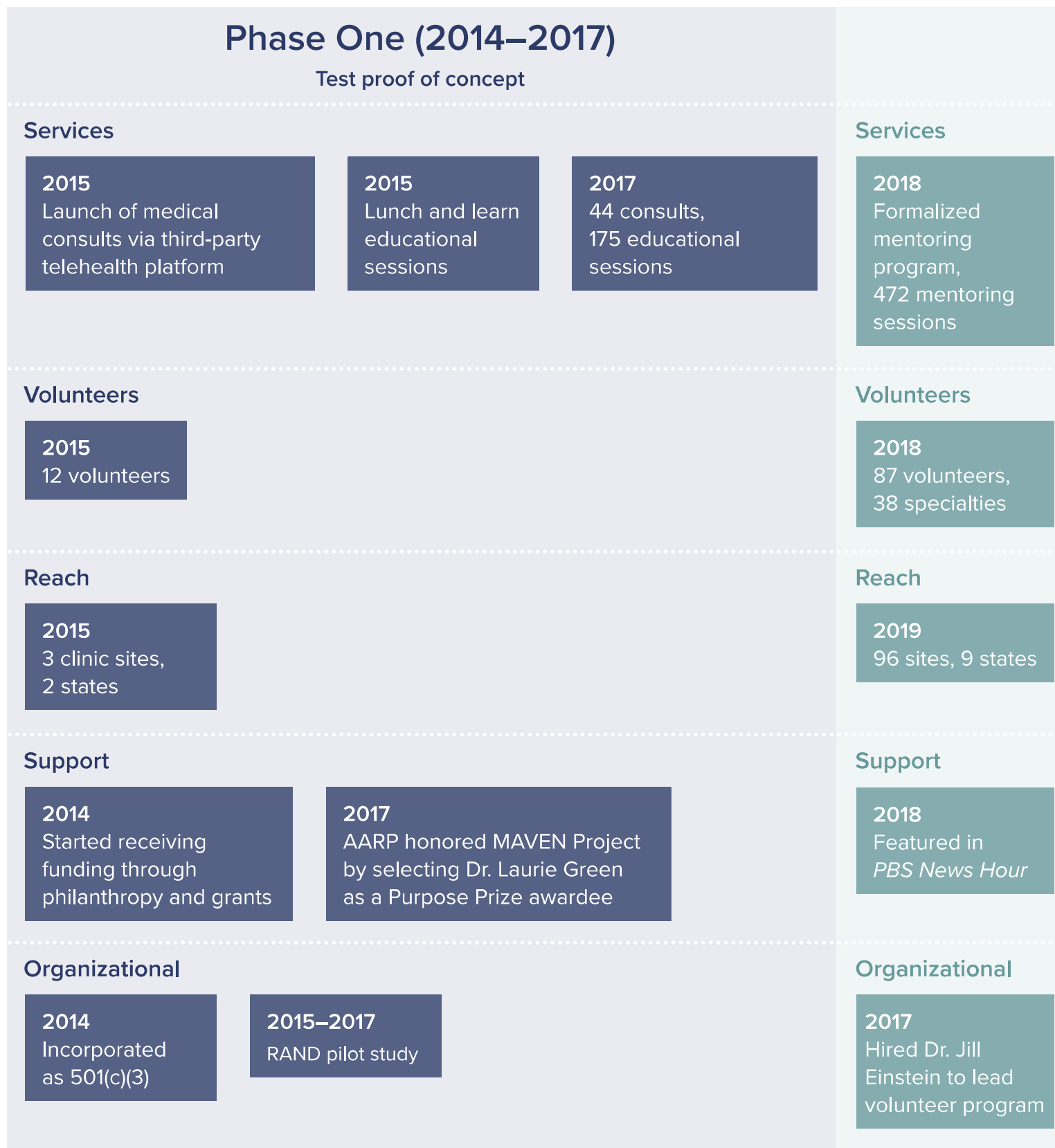
Judian Smith, MD, is a psychiatrist with over 35 years of experience, including working as a Clinical Adjunct Assistant Professor at the University of Wisconsin. Volunteering since 2018, her impact is

notable through her continuing medical education sessions on mental health topics, reaching thousands of frontline care providers nationwide. Dr. Smith's sessions are praised for their practicality, comprehensiveness, and engaging delivery, helping address the critical shortage of psychiatric care by empowering primary care providers.



Timeline

2023 marked the start of a focused effort to scale impact.



Phase Two (2018–2022)

Build infrastructure with steady growth

2019
Expanded educational sessions, offering CME credit through UCLA

2020–2022
Dr. Debbie Gold offered highly-attended COVID lecture series (87 sessions)

2022
162 volunteers, 62 specialties

2022
298 sites, 20 states + Puerto Rico

2019
Direct Relief joins as major supporter

2020
Featured in *Oprah Magazine*

2021
Hired Meredith Schanda, DNP, to lead partner clinic relationships

Phase Three (2023–__)

Scale

Services

2023
Custom platform built and launched

2023
Accredited as standalone CME provider

Volunteers

2023
196 volunteers, 69 specialties

Reach

2023
385 clinic sites, 24 states + D.C.

Support

2023
Direct Relief makes generous contribution

Organizational

2023
Hired Maria Perkins as CIO to lead technology advancement

Donors Acknowledgments

Thank you to our donors for their generosity.



Direct Relief, a leading humanitarian aid organization, granted \$500,000 to MAVEN Project to expand access to specialty health care in underserved communities. This investment will allow MAVEN Project to extend its services to more free and

charitable clinics across the U.S., develop innovative technology to streamline service delivery, and strengthen collaboration between expert volunteers and frontline providers.

Profile: Jay Gellert



Throughout his career, Jay Gellert has been dedicated to expanding healthcare access for underserved communities. While the passage of the Affordable Care Act represented significant progress, he recognized it didn't fully address barriers to specialty care access. When he learned about Dr. Laurie Green's vision to connect world-class specialists with safety net clinics, he was immediately captivated by the potential impact.

What began as enthusiasm for an innovative idea has evolved into a deep, enduring commitment. Jay has witnessed MAVEN Project grow from concept to

reality, becoming both a vital healthcare resource for patients and a crucial support system for community providers. The organization's ability to serve clinics with over 2.3 million patients at just pennies per month per patient particularly resonates with his focus on scalable, cost-effective solutions.

Believing in MAVEN Project's potential for exponential growth, Jay recently stepped forward with a major matching grant program. He sees the organization's technology infrastructure as key to reaching ten times more patients and becoming a vehicle for delivering medical innovations, including AI advances, to those who need them most.

“ Seeing how this seed of an idea has grown into something so special in an area so important to so many has been one of the most gratifying experiences of my life. I continue to support MAVEN Project because it represents a uniquely scalable solution to one of healthcare's most persistent challenges — and I can't wait to see the next chapter in this wonderful story. ”

Partner Acknowledgments

This year, we've worked with partners to expand our work in Washington, Tennessee, Massachusetts, and Texas.



Community Health Plan of Washington

MAVEN Project partnered with Community Health Plan of Washington (CHPW), a not-for-profit health plan created by community health centers, to support 54 clinic sites serving 612,000 patients annually across Washington state. CHPW made MAVEN Project's services available to its network of community health clinics, where 77–96% of patients live below 200% of the Federal Poverty Level. The partnership enabled frontline providers to access specialty consultations, continuing education, and mentorship, reducing administrative burden while improving care delivery in both urban and rural settings.



Community Care Cooperative & Boston Accountable Care Organization

MAVEN Project expanded its presence in Massachusetts through new partnerships with the Boston Accountable Care Organization (BACO) and Community Care Cooperative (C3). With these additions, MAVEN Project now partners with two dozen clinic operators in Massachusetts, representing 65 clinic sites and more than 400,000 patients. This expansion aimed to improve access to specialty services, reduce unnecessary referrals, and enhance the quality of care for patients in underserved communities across the state.



Tennessee Primary Care Association

In 2023, the Tennessee Primary Care Association (TPCA) partnered with MAVEN Project to expand access to quality healthcare services across Tennessee, particularly in rural and underserved areas. Seven TPCA member organizations worked with MAVEN project to connect local primary care providers with volunteer specialty physicians. This collaboration aimed to empower community health centers to deliver enhanced care, strengthen the capacity of primary care providers, and address healthcare disparities throughout the state.



Texas Association of Community Health Centers

MAVEN Project partnered with Direct Relief and the Texas Association of Community Health Centers (TACHC) to provide trauma-informed care and emergency preparedness training to safety net clinics. Funded by Direct Relief, this educational series covered a range of topics, including trauma's effects on the body and brain, de-escalation tactics, crisis management, and providing trauma-informed care for diverse populations. By offering this targeted education, the partnership sought to improve patient outcomes, boost provider confidence, and reduce burnout among healthcare professionals.

Looking Ahead

This is only the beginning.

In 2023, MAVEN Project made significant strides in expanding our reach and impact, connecting more safety net clinics with our network of expert physician volunteers than ever before. As we look ahead, we're focused on scaling this proven model to tackle one of America's most persistent healthcare challenges: ensuring that everyone, regardless of their circumstances, has access to the specialty care they need. Our work combines the power of relationships, technology, and medical expertise to create lasting change in communities that need it most.



Growing through Partnerships

We're building relationships with leading healthcare organizations, aiming to double our clinic partnerships and bring specialty health care to millions more patients.

Enhancing the Experience

We're streamlining our platform to make every interaction more intuitive and efficient, ensuring providers can focus on what matters most: patient care.

Expanding Education

We're expanding our CME program and rebuilding our Learning Management System to meet the evolving needs of safety net providers.

Piloting AI

Starting in 2025, we plan to begin piloting AI capabilities to support our providers while maintaining the human connection that makes MAVEN Project unique.

Advancing Security

We're implementing advanced security measures, including multi-factor authentication and enhanced testing protocols, to protect our growing network while maintaining HIPAA compliance.

Ensuring Scalability

By consolidating our IT services and migrating to a managed services model, we're building a more robust, scalable foundation to support our growth.

2024

Looking back and moving forward.

As the year ends, we find ourselves reflecting not only on our achievements from 2023 but also celebrating significant milestones reached in 2024. This annual report primarily focuses on 2023, a pivotal year that laid the groundwork for extraordinary growth. However, we would be remiss not to acknowledge the remarkable progress made in 2024 that has further advanced our mission of expanding access to specialty healthcare across America. Next year's annual report will focus on the 10 year anniversary of MAVEN Project and all of the milestones along the way.



Notable 2024 Achievements

Expanding Our Reach

- + Grew to 400+ partner clinic sites that serve 2.3 million patients
- + Available in 26 states
- + Now accessible to 3,700+ partner providers
- + Expanded volunteer corps to 212 physicians

Strengthening Our Infrastructure

- + Launched mobile platform access for physician volunteers in April
- + Implemented self-service data reporting in June, enabling clinics and volunteers to track impact in real-time
- + Automated daily data refresh processes for self-service data dashboards
- + Initiated integration with Electronic Medical Record systems

Enhancing Our Services

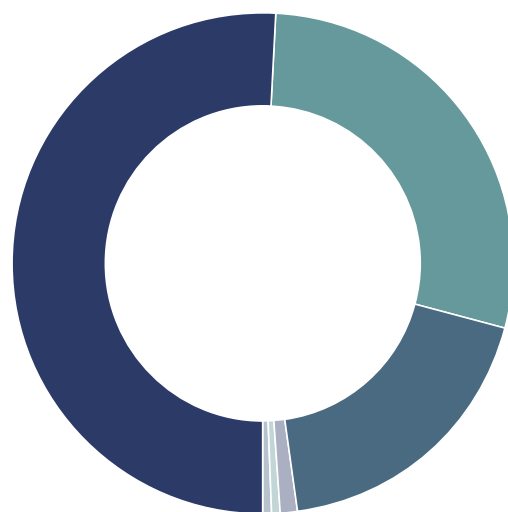
- + Delivered 100+ CME-accredited educational sessions
- + Provided 14,670 services over the last 12 months
- + Generated \$14 million in avoided costs by eliminating need for external referrals
- + Maintained 4.8/5 star average provider satisfaction rating
- + Achieved same-day response time for majority of eConsults

Statement of financial position

December 31, 2023

Assets	
Cash and cash equivalents	\$ 2,120,619
Certificates of deposit	\$ 1,029,952
Unconditional promises to give	\$ 40,000
Accounts receivable	\$ 249,408
Prepaid expenses	\$ 42,776
Equipment and website, net	\$ 99,165
Website in progress	\$ 840,008
Total assets	\$ 4,421,928
Liabilities	
Accounts payable	\$ 103,986
Accrued payroll	\$ 159,200
Deferred revenue	\$ 340,663
Total liabilities	\$ 603,849
Net Assets	
Without donor restrictions	\$ 3,709,579
With donor restrictions	\$ 108,500
Total net assets	\$ 3,818,079
Total liabilities and net assets	\$ 4,421,928

Revenues



Expenses



Statement of activities

Year Ended December 31, 2023

	Without Donor Restrictions	With Donor Restrictions	Total
Contributions	\$ 2,157,413	\$ 108,500	\$ 2,265,913
Non-clinical administrative fees	\$ 1,201,200		\$ 1,201,200
Donated services	\$ 786,874		\$ 786,874
Investment return, net	\$ 49,453		\$ 49,453
Education Programs	\$ 28,500		\$ 28,500
Donated software	\$ 14,945		\$ 14,945
Miscellaneous	\$ 12		\$ 12
Net assets released from restrictions Satisfaction of purpose restrictions	\$ 50,000	(\$ 50,000)	
Total revenues	\$ 4,288,397	\$ 58,500	\$ 4,346,897
Program services	\$ 2,434,265		\$ 2,434,265
Fundraising	\$ 678,019		\$ 678,019
Management and general	\$ 669,463		\$ 669,463
Total expenses	\$ 3,781,747		\$ 3,781,747
Change in net assets	\$ 506,650	\$ 58,500	\$ 565,150
Net assets at beginning of year	\$ 3,202,929	\$ 50,000	\$ 3,252,929
Net assets at end of year	\$ 3,709,579	\$ 108,500	\$ 3,818,079

Board of directors and staff

MAVEN Project Board

Laurie Green, MD

Founder, President, and Chair

Chase Behringer

Founder, Silicon Valley Social Value

Grant Chamberlain

Senior Managing Director,
Ziegler Healthcare Investment Banking

Vicki Escarra

Former CEO, Feeding America

Jay Gellert

Former CEO & President, Health Net, Inc.

Barth Green, MD

Chair of Neurological Surgery,
Miller School of Medicine

Howard A. Kahn

Retired CEO,
L.A. Care Health Plan & CA Wellness Foundation

Muriel Nouwezem

CEO, Saban Community Clinic

David Segal

Chief Executive Officer

Frederic Marx

Retired Partner, Hemenway & Barnes

MAVEN Project Staff

David Segal

Chief Executive Officer

Crystal Weeks Cohens

Director of Clinic Partnerships and Business Development

Corrin M. Colesar

Administration Manager

Jill Einstein, MD

Senior Director of Physician Management

Jonathan Lewis

IT and Data Systems Director

Maria Perkins

Chief Information Officer

Meredith Schanda, DNP

Chief Operating Officer

Shirley Severe-Telon

Applications Support Associate

Jennifer Strandskov

Physician Engagement Associate

Kristin Talbot

Program Manager

Ryan DePalma

Systems and Salesforce Administrator

Erin Moran

Clinic Partnership Manager

Emily Walsh

Communications Director

Pamela Spears

Senior Director Development

Melissa Lempke

Marketing & Communications Director

Ashley Smith

Development Manager

Join Us

Join us in expanding access to specialty health care.

Donate

Your financial support helps us enhance our platform and expand our reach to more safety net clinics across the nation. Every donation, no matter the size, makes a difference. Visit www.mavenproject.org/donate to give in any of the following ways:

- + One-time or monthly donations
- + Donor-advised funds (DAFs)
- + Corporate partnership
- + Employer match
- + Stocks
- + Legacy gift

Double your impact up to \$500,000, thanks to Jay Gellert's generous donation matching pledge through the end of 2024.



Collaborate

We're always looking for partners to help improve our technology suite for consults, mentorship, and educational sessions. If your organization is interested in collaborating, please contact Corrin Colesar at ccolesar@mavenproject.org.

Volunteer

If you're a physician specialist, join our network of volunteers and support primary care providers through:

- + Medical e-consults and video consults
- + Mentorship
- + Educational sessions

Learn more and apply at www.mavenproject.org/join

Support

There are many ways to support our mission beyond financial contributions:

- + Host a fundraising event
- + Spread the word about our work
- + Introduce us to potential clinic partners or volunteers

If you're interested in supporting MAVEN Project beyond donations, please contact Corrin Colesar at ccolesar@mavenproject.org.

Follow

Stay updated on our latest news, success stories, and opportunities to get involved:



