

The Year in Review

# Aspen Valley Hospital's *2006 Annual Report*



## *Our Mission*

To deliver extraordinary healthcare in an environment  
of excellence, compassion, and trust.



# Opening remarks

from Dave Ressler, Administrator/CEO

What a privilege it is to be associated with such a fine organization: Aspen Valley Hospital. Each and every member of our staff — physicians, employees, volunteers — and the Aspen Valley Medical Foundation have contributed to the success of AVH on many fronts, but more importantly, to a quality of care that we are proud and excited to offer to our community.

There are a variety of contributors to an efficient, safe, and effective hospital. These include staff, technology, training, facilities, financial health, and, finally, commitment. If any one of these elements is missing, the hospital will fail its mission. In this year's annual report, we share Aspen Valley Hospital's approach to achieving its mission by integrating all of these important ingredients.

*Providing expert inpatient care on-the-spot*

## Meet our new hospitalist Dr. Mike Goralka

There's no such thing as a typical day for Dr. Mike Goralka, who recently joined Aspen Valley Hospital (AVH) as our first employed hospitalist. A hospitalist is a relatively new type of physician who specializes in inpatient medicine and cares for hospital patients full-time. It's a position AVH created in order to enhance the quality and timeliness of care provided to our patients.

According to Dr. Goralka, "I usually start my day by checking on any patients in Intensive Care, tending to new patients who came in overnight, and taking care of any issues for patients who are being discharged. After that, there's no routine. I just go with the flow."

The "flow" of Dr. Goralka's day can include anything from consulting on a patient in the emergency room to conducting a pre-operative evaluation on a surgical patient, caring for a newborn, attending a high-risk delivery, or examining and admitting patients of all ages. He essentially serves as a primary care physician for patients while they are in the hospital.

"Because I'm on-site at the hospital full-time," says Dr. Goralka, "I'm accessible to answer questions from patients and their families, to review test results, and to respond immediately if there's a sudden change in a patient's condition."

Dr. Goralka is board certified in both Internal Medicine and Pediatrics. He is a graduate of Loyola University Stritch School of Medicine where he also completed his residencies and gained experience and specialized training in hospital medicine and complex conditions.



*Dr. Mike Goralka with ICU Nurse Mary Fran Powell.*

In addition to providing quick response and expert care for inpatients, having a hospitalist on staff at AVH is convenient for our local primary care physicians. "Because I'm here, primary care physicians don't have to leave their offices in the middle of the day to treat a hospitalized patient with an emergency," says Dr. Goralka. "It helps make their schedules more predictable."

Good communication between the hospitalist and primary care physicians is important as well. Dr. Goralka keeps his patients' doctors fully informed, and patients are referred back to their primary care physicians after being discharged.

We welcome our new hospitalist, Dr. Mike Goralka, and his contribution to exceptional medical care.

Staff



## The best and the brightest

Aspen Valley Hospital (AVH) employs almost 400 capable, talented, and dedicated professionals. Like many local employers, it is a challenge to recruit in this community, but AVH remains committed to hiring the best and the brightest. We are fortunate that many of our staff are seasoned experts whose tenure at AVH spans many years. Service awards were presented to a number of employees this past year including:

### 10 years

Scarlett Bland, RN.....Intensive Care Unit  
Diana Keyser, RT.....Diagnostic Imaging  
Suzanne Scheer, PT.....Physical Therapy  
Pete Sebenaler.....Materials Management  
Barbara Stirling, RN.....Outpatient Clinic

### 15 years

Beth Barnes, RN.....House Supervisor  
Simon Casas.....Finance  
Eric Guthmann, RN.....Emergency Department  
Alvaro Marquez.....Housekeeping  
Troy Miller, RT.....Diagnostic Imaging  
Kim Taets, MT.....Laboratory

### 20 years

Ed Dubord, RN.....Surgery  
Don Gillow.....Employee Housing

### 25 years

M.M. O'Gara, RN, CDE.....Diabetes Education  
Gary O'Neill, EMT-P.....Ambulance  
Connie Taddune.....Diagnostic Imaging  
P.J. Wallace, RN.....Same-Day Surgery

### 30 years

Linda Roth, RN.....Obstetrics



*P.J. Wallace, RN, has been employed at AVH for over 25 years.*

## Nurse of the year

*Judy Evans, RN, has worked at Aspen Valley Hospital for 13 years. She is known as a skilled nurse with a positive attitude, genuine concern for people, and willingness to help. This honor was bestowed upon Judy by her peers, and, she says, that makes it even more meaningful.*



**Congratulations Judy!**

## AVH Volunteers

### *Making each day brighter*

Aspen Valley Hospital (AVH) relies on its volunteers each and every day of the year! The 100-plus force of volunteers contributes to almost every department of the hospital. Their gifts of time, comfort, and care truly make a difference in the patient's experience at AVH. Sally's Gift Shop — managed and operated by the volunteers — brings unique and affordable items to shoppers with proceeds contributing to a variety of medical purposes within the hospital. On behalf of the entire AVH staff, we are sincerely grateful to these talented and generous men and women.



*Joyce Harris was acknowledged this past year for her years of volunteer service at AVH.*



# Ensuring quality through training

At Aspen Valley Hospital (AVH), we know that our community counts on the exceptional quality of care we provide. So, in addition to training required annually for all staff, AVH has initiated several programs to encourage other continuing education activities.

“With the pace of medical advances being made today, no hospital or individual healthcare professional can afford to be complacent about continuing education,” says Shawna Patrick, Nurse Educator at AVH. “It’s important to keep skills up to date.”

One of these educational initiatives is offering monthly training sessions for nurses. “We distributed a needs assessment to our nurses so they could choose areas in which they felt the need for training,” says Shawna. “We’ve had a session on pacemakers, one on documentation, and another on alternative medicine and the healing touch. Participation has been good. The staff appreciates having a say in the topics offered.”

Another initiative is designed to make learning more fun. “Some conditions are somewhat rare, and we might not see them often in our small community, but it’s still important for the staff to be knowledgeable,” says Shawna.

To reach that goal, Shawna started an incentive program in which she distributes questions about the cause,

diagnosis, and treatment of an uncommon condition. Nurses find the answers at an online reference site and submit their answers for a chance to win gift certificates.

AVH also offers on-site classes where staff can earn advanced certifications, such as pediatric advanced life support or advanced cardiac life support. Soon these classes will be available online to make it easier for staff to get training whenever and wherever it’s convenient. Besides on-site training, all staff has access to an educational fund for outside seminars and training sessions.

Continuing education has played an especially important role this year in our Respiratory Therapy Department. Kathy Schneider, Director of Cardiopulmonary Services at AVH, explains how: “Several of our respiratory therapists attended an intensive simulation training program related to newborn respiratory care at Stanford University Hospital. Not long after they completed the training, a baby was born with respiratory complications. Our therapists were able to use their training to treat the newborn and really made a difference in the baby’s outcome. It’s that kind of happy ending that illustrates the true value of continuing education for the staff.”

Kathy says they are planning another trip to Stanford for ‘hands-on’ simulation training later this year, this time

focusing on pediatric emergencies and respiratory care. In addition, staff members will be involved in a pulmonary function program, EEG training, neonatal training, and asthma education.

At AVH, all our healthcare professionals are committed to an ongoing program of continuing education and to providing even more “happy endings” for our patients.



Shannon Hicks and Kathy Schneider, Respiratory Therapists, practice assessment skills on a mannequin.

# “Action at Attitude”

## *Staff-led teams engage in patient safety initiatives*

In a unique program called “Action at Attitude,” Aspen Valley Hospital (AVH) staff members are leading several quality assurance and patient safety initiatives. “Extraordinary care is at the summit,” according to Chief Nursing Officer Natalie Booker, who is coordinating the effort. “The mountain climbing metaphor is appropriate because, instead of starting at the top with management directives for the staff, we started with the staff. Staff members know best how to do their jobs better and more safely.”

The program focuses on patient care with the aim of achieving 100 percent compliance with National Patient Safety Goals. “Our team is divided into four committees — education and training, accountability and priority, celebration and promotions, and the trailblazers patient care team — each offering a different type of support with additional subcommittees focusing on the different areas of the hospital,” explains Natalie. “For example, the celebrations and promotions committee can provide incentives, rewards, or staff recognition, while the education group provides any necessary training.”



Training

Designing and implementing this initiative have involved a large percentage of our staff going above and beyond the work they are paid to do. “Our staff takes great pride in the quality of care we provide,” says Natalie. “We don’t want to meet the standard; we want to exceed the standard and be the hospital others look to as an example.”

It’s that level of staff dedication that keeps Aspen Valley Hospital climbing toward an ever higher summit of extraordinary care.

## *Community involvement, community commitment*

Aspen Valley Hospital (AVH) is best known for outstanding medical care provided to thousands of patients each year. Community members know they can count on a caring, dedicated, knowledgeable, and talented staff when they need healthcare.

But AVH has also made concerted efforts to extend itself to the community through health fairs, lectures, screenings, and outreach programs. For example, Sandra Morris, RN and Trauma Coordinator, oversees the Roaring Fork Injury Prevention Program. In collaboration with the Aspen Skiing Company, she leads the school safety program on prevention of head injuries through critical thinking, proper planning, and helmet usage.

Sandra and the Aspen Skiing Company brought a team of speakers to hundreds of kids of all ages throughout the Valley this past year. She is also seen at various community events promoting and providing helmets. “This is very rewarding work because I know it makes a difference,” says Sandra. In fact, shortly after convincing a father and son of the need to wear helmets while skiing this past winter, both were hit by an out-of-control skier. They received only minor injuries and credited their helmets with saving them from potentially devastating injuries!



*Sandra Morris, RN, and Michael Hutton, EMT, promote helmet use at a health fair.*

# 30 years of growing and changing

When Aspen Valley Hospital (AVH) was dedicated in October 1977, it was a bright, sunny day. The Aspen High School choir sang, the band played, and Boy Scouts raised the flag. But the best refrains of the day came from “awestruck” visitors as they toured the bright, shiny facility. AVH was poised and ready for the approaching ski season, as well as a new era of healthcare in Pitkin County. The new facility was modern in every way.

Today, AVH continues to be modern in its approach to medical care, the expertise of its staff, its technology, and many other facets of healthcare delivery. And while the facility has served the community well over the last 30 years, it is now time to upgrade in order to achieve contemporary standards and meet changing patient expectations.

Semiprivate inpatient rooms need to be replaced with private rooms. Waiting areas need to better accommodate families and their needs for comfort, privacy, and consultation. In summary, the hospital needs to be more patient and family centered. That transition has already begun with the recent groundbreaking for the obstetrical department’s expansion and renovation.

In addition, a dramatic trend — both nationwide and locally — is reflected in AVH’s patient statistics. In 1977, AVH experienced 11,665 outpatient registrants. As of last year, that number had nearly tripled. Outpatient areas that were nonexistent in 1977 (such as MRI, CT, nuclear medicine, and



*Steve Selby, Project Coordinator; Dr. Bill Mitchell, Pediatrician; and Cheryl Heffernan, OB Nurse; “break ground” for the OB expansion.*

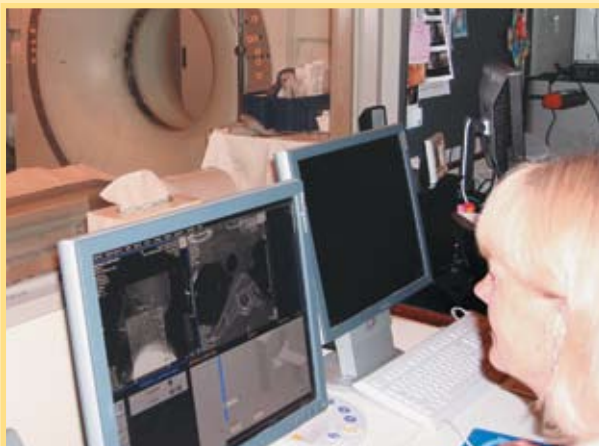
cardiopulmonary rehabilitation) need to be expanded and designed with the outpatient specifically in mind. Surgery areas need to accommodate the patient who has a “same-day” procedure.

Because the Master Facilities Plan is intended to address the healthcare needs of the community for the next 20 years, and because it addresses all aspects of hospital care, an extensive planning process has been undertaken. Following a comprehensive needs assessment, a project design team began creating the plan — one that would be sensitive to environmental impacts, energy efficiency, and the use of sustainable and renewable materials.

As the plan is further developed, it will be submitted to the Aspen City Council for review and ultimate approval. Funding for the project is expected to come from a combination of current operating funds, bonds, and philanthropy.

## High tech in the high country

The field of medicine is constantly changing — new equipment is developed, innovative procedures are perfected, and pioneering techniques are tested. As a result, updating the equipment used at Aspen Valley Hospital (AVH) for diagnosis and treatment is an ongoing process.



*The 64-slice CT scanner offers exams that were not previously available.*

In 2006 the biggest addition to our technological armamentarium was a 64-slice CT scanner. Purchased with a \$750,000 grant from the Aspen Valley Medical Foundation, this \$1.4 million state-of-the-art scanner results in better images, takes less time to perform a test, and offers exams that were not previously available.

In 2007 a new MRI will be installed. The state-of-the-art machine — a 1.5 Tesla open bore MRI — will expand AVH’s diagnostic capabilities, decrease scan times, and provide greater comfort to patients. It will also be purchased with the assistance of an \$824,000 grant from the Aspen Valley Medical Foundation.



# Patient representative offers a helping hand and a caring heart

Whether it's finding a priest to give communion or finding a hotel room at the height of tourist season for a patient's family, our new patient representative Joe High does whatever he can to help make a stay at Aspen Valley Hospital (AVH) as worry-free as possible.

We recognize that hospitalization often occurs unexpectedly and can have a dramatic impact on the lives of our patients and their families. To help them deal with problems that arise, we're proud to introduce Joe. We'd also like to recognize \$25,000 of support from the Aspen Valley Medical Foundation and one of its honorary board members, John McBride, in helping to fund this important position.

"I visit with patients every day to ask about their care and whether they have any concerns," says Joe. "Then I do what I can to help. For example, if a patient who was admitted

after coming to the emergency room is worried about his insurance, I find out about it. I want patients to be able to focus on their health and recovery, not their worries."

With 40 years of clinical experience as a physical therapist, Joe understands medical terminology as well as patient concerns. "When patients and their families don't understand something, I can explain and answer their questions or direct them to the right person or department," says Joe.

"At this hospital, all our patients — whether they are the first lady of a foreign country (an actual patient at AVH) or homeless — are treated with the same compassion and exceptional medical care," says Joe. "I'm proud to be contributing to this high standard of care."

## Patient satisfaction

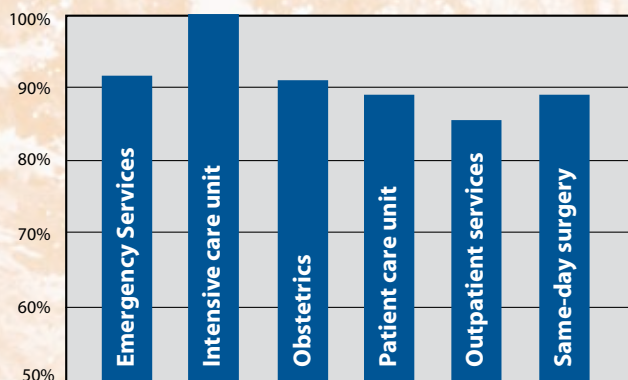
### *Loyalty and endorsement are key indicators*

There are many ways in which healthcare professionals measure the quality of patient care. Chart reviews, peer reviews, competency checks, and outcome measurements are just a few. But equally important is the patient's perception of his care. Was he treated with privacy, respect, dignity, and empathy? Was she provided with information about her condition and included in decisions about her care? Was pain managed properly? Were the nurses responsive?

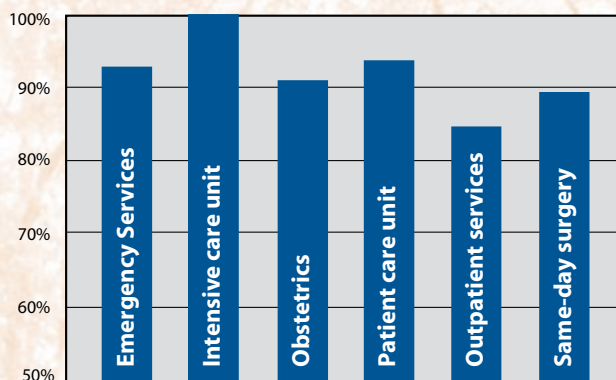
To help Aspen Valley Hospital (AVH) assess its effectiveness in these and other aspects of care, a national healthcare research firm regularly surveys a random sample of AVH patients after discharge. A review of 2006 patient satisfaction scores showed promising results for the entire year. In response to questions about loyalty and endorsement, we are happy to report that the vast majority of patients responded positively.

### 2006 Patient Responses

*"I would return to Aspen Valley Hospital without hesitation if care is needed."*



*"I would recommend Aspen Valley Hospital without hesitation to others."*



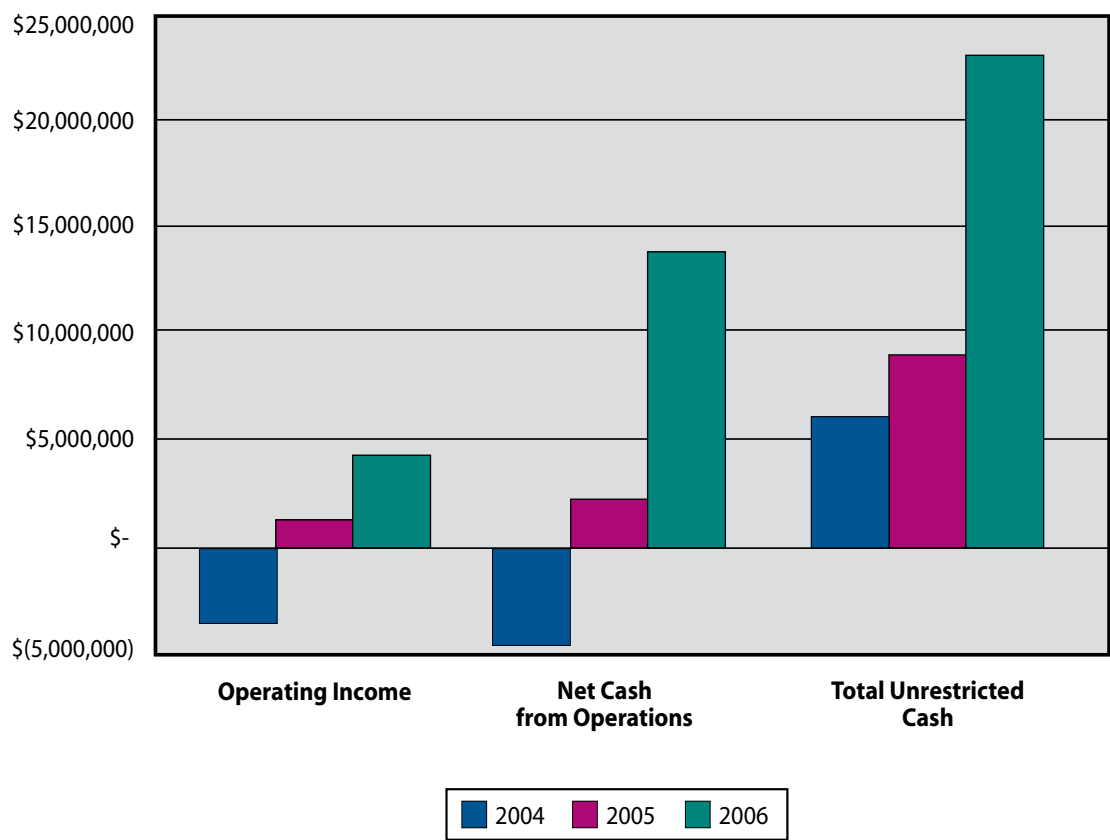
# About our Financials

*A message from Terry Collins, CFO*

We are again pleased to report a strong year in the finances of Aspen Valley Hospital (AVH). With a net margin of over \$9 million, we were able to significantly increase our cash reserves. We are now well-positioned to modernize our facilities and maintain our technologies and capable staffing.



## Income and Cash Results



### There are three major contributors to our 2006 financial success:

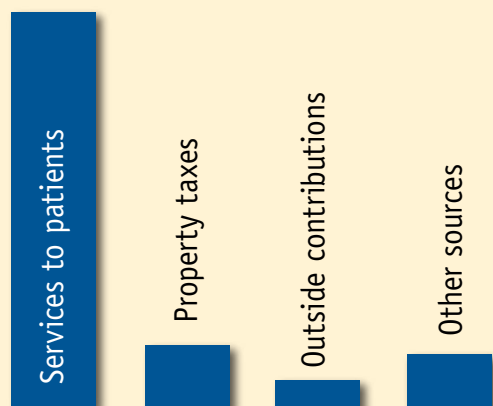
- The community again enjoyed a robust year of tourism; thus patient volumes and revenues were strong.
- The billing issues which plagued AVH in the past are now largely resolved. Our systems and processes have been overhauled and are functioning efficiently and effectively.
- Cost containment measures again proved successful in reducing expenses.



# 2006 Statement of Revenues and Expenses

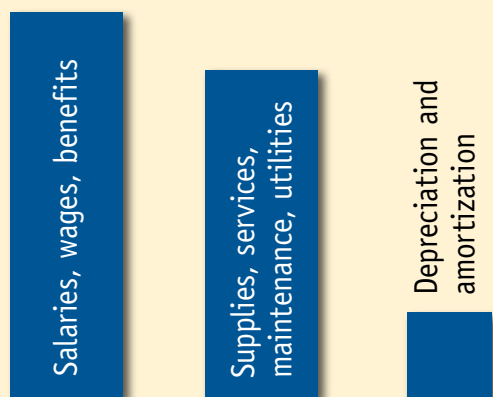
## Revenues:

Services to patients. . . . .	\$47,920,007
Property taxes . . . . .	2,849,265
Outside contributions . . . . .	1,466,825
Other sources. . . . .	2,269,957
<b>Total . . . . .</b>	<b>\$54,506,054</b>



## Expenses:

Salaries, wages, benefits . . . . .	\$22,967,059
Supplies, services, maintenance, utilities . . . . .	18,740,824
Depreciation and amortization . . . . .	3,505,057
<b>Total . . . . .</b>	<b>\$45,212,940</b>



**Increase in fund balance: \$9,293,114**

Statistics	2005	2006
Admissions	1,775	1,756
Births	323	327
Inpatient Surgeries	549	518
Outpatient Surgeries	876	892
Outpatient Registrations	30,924	31,438
EKGs	2,735	2,612
Mammograms	3,804	4,000
MRI Scans	1,367	1,309
CT Scans	4,837	4,728
Ultrasound Exams	3,126	2,948
Nuclear Medicine Exams	853	835
ER Visits	9,199	9,624

*The auditing firm of Grant Thornton conducted Aspen Valley Hospital's 2006 audit in accordance with district law and auditing standards generally accepted in the U.S.*

# Aspen Valley Hospital Medical & Surgical Services

## Allergy/Pulmonology

Gary R. Cott, MD

Richard Weber, MD

## Anesthesiology

Chris Beck, MD

Giora Hahn, MD

Jeff Paffendorf, DO

Eric Willsky, MD

Kathleen Mitchell, CRNA

Greg Read, CRNA

Phyllis Whitman, CRNA

## Anesthesia/ Pain Management

Giora Hahn, MD

## Cardiology

Morris Cohen, MD, FACC

Gordon Gerson, MD, FACC

## Ear, Nose, and Throat

Matthew L. Goodstein, MD

## Emergency Medicine

Christina Ahmadian, MD

J. Stevens Ayers, DO, FACEP

Gregory Balko, MD, FACEP

Catherine Bernard, MD

Scott A. Gallagher, MD, FACEP

John Glismann, MD, FACEP

Kim Levin, MD, MPH

Chris Martinez, MD, FACEP

Sean Nevin, PA

Nancee Dodge, FNP

Lisa Olsen, FNP

## Family Practice

Bruce Bowen, MD

Michael Check, MD

Anne Goyette, MD

Glenn Kotz, MD

Karen Locke, MD

Kelly Locke, MD

Dewayne Niebur, MD

Kim Scheuer, MD

## Gastroenterology/ Internal Medicine

Gerard Tomasso, MD, FACP

## General Surgery

William Rodman, MD, FACS

John Schultz, MD

## Hospitalist

Mike Goralka, MD

## Internal Medicine

David J. Borchers, MD

Ann Mass, MD

Susan Zimet, MD

## Neurology

Gary M. Weiss, MD

## Obstetrics/Gynecology

Mallory Harling, MD

Gail King, MD

Melinda Nagle, MD

Nancy Bacheldor, CNM

Teresa Hall, MSN, CNM

Karen M. Owens, CNM

Linda Vieira, CNM

## Oncology

Ira Jaffrey, MD, FACP

Douglas Rovira, MD

## Ophthalmology

Dan Weitzenkorn, MD

## Oral Maxillofacial

Daniel George, DMD

## Orthopaedic Surgery

Lindsay Harris, MD

Tomas Pevny, MD

Mark Purnell, MD

Thomas St. John, MD

Nick Armano, PA-C

## Pathology

Frank Holmes, MD

Robert Macaulay, MD

Jerry Steinbrecher, MD

## Pediatrics

Harvey Fahy, MD

Charlene Guggenheim, MD

William Mitchell, MD

Claudia Nelson, MD

## Plastic Surgery

Dennis Cirillo, MD

Daniel A. Thimsen, MD

## Podiatry

Noel Armstrong, DPM



## Psychiatry

Alan A. Nelson, MD

Gerald Stein, MD

## Psychology

Martin Manosevitz, PhD

## Radiology

David S. Hollander, MD

## Rheumatology

Aryeh Fischer, MD

## Urology

Jeffrey E. Fegan, MD

Jamie Lowe, MD

Brian Murphy, MD

## Honorary/Emeritus

John Freeman, MD

Barry Mink, MD

Robert Oden, MD

Carl Schiller, MD

# About the Aspen Valley Medical Foundation

*by Kris Marsh, President/CEO*

The Aspen Valley Medical Foundation (AVMF) remains steadfast in its commitment to ensuring the highest standards of healthcare for people in our community. The foundation is strongly mission-driven and seeks to meet current health needs through grant-making, program development and philanthropic leadership. Not only does the foundation provide major financial resources for Aspen Valley Hospital, but also AVMF participates in and supports community-wide programs in mental health, indigent care, substance abuse and suicide prevention, youth activities, and family support services. We at AVMF believe that health and well-being are achieved not only with excellent medical care, but through comprehensive prevention and educational services as well.

AVMF was established nearly 35 years ago by a group of physicians who envisioned a foundation that would directly enhance and improve the health and well-being of citizens in the Roaring Fork Valley. Drs. Robert Oden, Robert Morgen, and Russell Scott were great visionaries and were concerned about caring for the "whole person." Thus, the Aspen Valley Medical Foundation was born.

In recent years, AVMF has succeeded at generating significant new resources with the re-establishment of the AVMF Presidents Club. In just the last two years, with the generosity of our Presidents Club members, nearly \$2 million has been granted to the hospital for a new CT scanner, digitized mammography, and a new 1.5 MRI — more advanced technology than any small rural community hospital would be expected to have! And the foundation invests in the education and training of many healthcare professionals through our extensive scholarship program.

The Presidents Club is an annual giving program dedicated primarily to supporting Aspen Valley Hospital. The levels of membership are \$2,500, Bronze; \$5,000, Silver; \$10,000, Gold; \$25,000, Platinum; and \$100,000, Diamond. Members are invited to several educational and social events a year, and at present, the Presidents Club is 150 members strong! Names of current members are displayed in the lobby of Aspen Valley Hospital.

To find out more about the Presidents Club or other AVMF activities, contact AVMF at 544-1298 or visit our Web site, [www.avmfaspn.org](http://www.avmfaspn.org). The foundation offices are located within the hospital so stop by with any questions or concerns.

We are proud to partner with Aspen Valley Hospital to ensure that the citizens of Roaring Fork Valley receive an extraordinary level of healthcare.

# Reflections

from John Sarpa, Aspen Valley Hospital Board President

My colleagues and I are frequently asked why we serve on the Aspen Valley Hospital Board of Directors. It is a volunteer position, and it is undeniably a time-consuming job in an extremely complex industry. But it is also rewarding when five individuals from varying backgrounds — independently elected by the community — achieve results that contribute to the health of our community.

This past year was probably the most rewarding year during my more than five-year tenure with AVH. It was highlighted by a bond rating of Baa3 by Moody's Investors Service, breaking ground for an expansion and renovation of the O.B. Department, and significant progress in the development of our 20-year Master Facilities Plan. Each of these accomplishments augments the delivery of the highest quality of medical care. And all were made possible through the leadership of our executive team, diligent management of hospital operations, a dedicated and talented staff at all levels of the organization, and forward-thinking philosophies.

The O.B. Department expansion and renovation warrants special mention because it represents the first of a number of building improvements that will provide the Aspen community with a

contemporary medical facility. Our current facility is 30 years old, and with new services and greater utilization, new and different patient expectations, and changes in the delivery of healthcare (for example, a focus on outpatient services vs. inpatient care), it is essential that we address the limitations of our physical plant. We are working very hard to ensure that every aspect of the planning and development of the project is executed properly so the end product will be something that best serves our community.

I would be remiss if I didn't mention the challenges we faced with the billing process during the past year. We are pleased that our process for addressing the issues was met with positive feedback and improvements for the future. We continue to improve, and we are clearly a different operation today than we were in the past. We are confident that the systems put into place are functioning well. However, our helpline (544-7694) for billing assistance is still active.

On behalf of the entire Board of Directors, it has been an honor for us to serve the Aspen area community. We thank you for your support.



ASPEN VALLEY  
HOSPITAL

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*2006 Annual Report*