



ASPEN VALLEY HOSPITAL



THE
YEAR IN
REVIEW
SUMMER 2017

Save the Dates

OrthoAspen Summer Lecture Series

Select dates July – August
Aspen and Basalt
For details, visit orthoaspen.com/summer-lecture-series.

“Chukkers, Champagne & Caviar” Charity Polo Match to benefit Aspen Valley Hospital

Sunday, August 13
10:30 a.m. – 4 p.m.
Aspen Valley Polo Club
For details, visit AVHFPOLO.gesture.com
or call **970.544.1302**.

Aspen Valley Hospital Community Picnic

Saturday, September 9
12 noon – 3 p.m.
Aspen Valley Hospital Campus

Midvalley Health Fair

Saturday, October 14
8:30 – 11:30 a.m.
El Jebel Community Center
Blood draw plus other screening stations

Senior Health Fair

Friday, November 3
8:30 – 11:30 a.m.
Seniors age 60 and older
Aspen Valley Hospital
Blood draw plus other screening stations

Aspen Valley Hospital non-discrimination statement

With regards to employment, access to or provision of care, Aspen Valley Hospital shall provide all individuals with the full and equal enjoyment of the services, privileges, facilities, advantages and accommodations without discrimination, as required by Section 1557 of the Affordable Care Act of 2010. AVHD shall not discriminate on the basis of race, color, national origin, sex (which includes gender-based discrimination), disability, religion, age or veteran status. Gender-based discrimination includes discrimination based on gender identity, gender expression and nonconformity with sex stereotypes.

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OUR MISSION

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

OUR VALUES

Patient-Centered Care, Accountability, Integrity,
Respect for Others and Teamwork



ASPEN VALLEY HOSPITAL

Message from Dave Ressler

Chief Executive Officer

These are indeed both exciting and challenging times for our healthcare industry.

This past year, we have witnessed intense political discord and national frustration surrounding legislator repeal and replacement of the Affordable Care Act. As of this writing, we are still awaiting whether some form of legislation will pass and in what form, but the good news is that our country has at least awakened to the realities of high healthcare costs, unaffordable coverage and the need for change.

It is on this note of change that the Aspen Valley Hospital (AVH) Board of Directors has created a clear mandate for the organization to prepare and position itself as part of the solution. This mandate comes in two important parts — that we must find ways to increase efficiencies and reduce operating costs, while at the same time build a community-wide, integrated delivery system that can manage total cost and quality of healthcare.

To this we add improving the health of our population and engagement of our healthcare providers. We refer to all four objectives as the “Quadruple Aim.”

Aspen Valley Hospital embraces this important industry transformation by taking a leadership role among regional, rural hospitals and within the community to build our capabilities — ready to accept the challenge and responsibility

for providing increased value in healthcare. By working as a local system of care, accountable for managing the health and healthcare of our community, experts believe that we can rein in rapidly escalating costs.

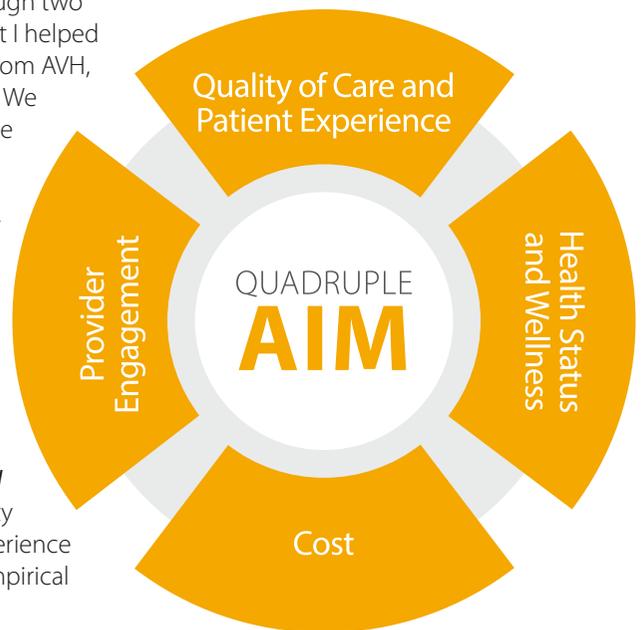
This premise is currently being tested and proven effective by healthcare systems across the country, where many have organized into new types of healthcare networks called Accountable Care Organizations (ACOs). In an ACO, hospitals and physicians work together to achieve the Quadruple Aim for defined patient populations.

Here on the Western Slope, nine local hospitals (including AVH) and their doctors have been building these capabilities for the past several years through two ACOs and an organization that I helped create during my time away from AVH, the Community Care Alliance. We are starting to see results in the form of more organized care that focuses on the patients with the greatest needs in our communities.

As a hospital, our mission remains a clear and guiding beacon for all that we do: **to provide extraordinary healthcare in an environment of excellence, compassion and trust.** Our patient safety, quality performance and patient experience scores continue to provide empirical

evidence of success in our pursuit of delivering the highest quality of care to our community. As an evolving healthcare delivery system, with an increased focus on the health of our community, we are working with our doctors, practices and service partners to attain the AVH Board’s vision of being **a leader in fostering Aspen as the healthiest community in the nation.**

This is an exciting new frontier for us, as it is for our industry, which we embrace with a sense of excitement and purpose. And we thank our community for your continued support of quality healthcare.



“Our mandate is to increase efficiencies and reduce operating costs, while building a community-wide, integrated delivery system that can manage total cost and quality of healthcare.”

Dave Ressler,
Chief Executive Officer

Meet the AVH executive team



Taken on the stairs in AVH's west wing, the new space houses the state-of-the-art Resnick Family Emergency Department, the Marian and Ralph Melville Oncology and Infusion Center plus the Diagnostic Imaging Center and Laboratory.

Pictured in the front row (left to right): Lori Maloy, RN, Chief Clinical Officer; Dave Ressler, Chief Executive Officer; Ginette Sebenaler, Associate Chief Financial Officer; Deborah Breen, Foundation President & CEO; **Middle row (left to right):** Elaine Gerson, Chief Transformation Officer; Terry Collins, Chief Financial Officer; **Back row (left to right):** Eric Stahl, MD, Chief Medical Officer; Alicia Miller, Director of Human Resources; and Jennifer Slaughter, Director of Community Relations.

Health Fair success

Over 800 community members in Aspen and throughout the Roaring Fork Valley took part in AVH's June Health Fair, which featured blood draws, free screenings and information stations over three, well-attended days in Aspen and El Jebel. The energy and excitement for the Health Fair was palpable! Thank you to the community and to over 100 volunteers and AVH staff for making this event a wonderful success.



Message from Mindy Nagle, MD

President of the Board of Directors

Every change is an opportunity — an opportunity to improve, to succeed and to transform. As Aspen Valley Hospital (AVH) adopts a new strategic vision known as the Quadruple Aim, I'm excited about the changes that are occurring in every area of our hospital.

The aims increasingly focus our attention on four areas that, we believe, will serve as the primary drivers toward a more effective, more efficient future for our patients and our employees. These areas of focus are:

- Quality of care and patient experience
- Health status and wellness
- Cost
- Provider engagement

In this annual report, you will read much more about each of these aims

(pages 6 – 9), particularly the roles that they play in laying the groundwork for an accountable care delivery system. Virtually every decision that the AVH board, administrators and staff will make in the coming months and years will be influenced by the Quadruple Aim — decisions about the medical specialties we offer, the diagnostic and treatment options we provide, our clinical staff and other employees, our properties and facilities, our financial resources, our outreach efforts to the community at large and much more.

In fact, we are already actively implementing this long-term vision for AVH. For evidence, look no farther than our recent additions of a shoulder specialist, a foot and ankle specialist and a hip specialist in the OrthoAspen Clinic to increase our capabilities in sports medicine

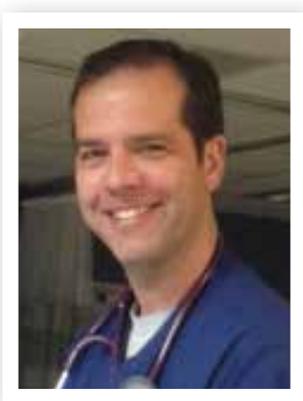
and orthopedic trauma, as well as the addition of an ophthalmologist and an otolaryngologist to the medical staff.

There is also pending completion of Phase III of the Master Facilities Plan and upcoming construction of the Renée and Lester Crown Center for Specialty Care to serve as a point of entry for our growing staff of specialists. These are not random developments; they are part of the carefully planned, intentionally realized path forward for AVH.

On behalf of my fellow board members Greg Balko, MD, David H. Eisenstat, Chuck Frias and Lee Schumacher, I hope you will enjoy learning about the Quadruple Aim and the dynamic, exciting, future-focused direction in which it will lead us.



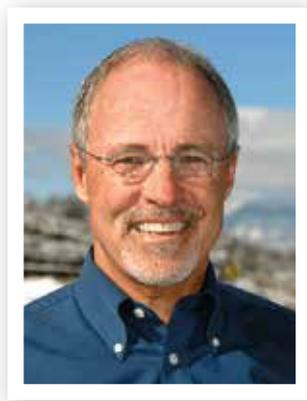
Mindy Nagle, MD, President



Greg Balko, MD



David Eisenstat



Chuck Frias



Lee Schumacher

Quadruple Aim: Quality of care and patient experience

Defining, measuring and living it

The concept sounds simple: achieve the highest quality possible. However, that “simple” concept turns extraordinarily complex when applied to a healthcare environment. Who is responsible for establishing quality measures? How do you gauge success of your efforts? And where do you begin to even define “quality” in such a context?

“A term like ‘quality’ can mean different things to physicians, patients, family members, administrators and insurance companies,” says Lori Maloy, RN, Chief Clinical Officer at Aspen Valley Hospital (AVH). “It encompasses so much more than just trying to be or do the best.”

What is ‘quality of care’?

To understand the concept of quality healthcare and to clarify its overlapping — and sometimes competing — interests, it may help to turn to the Institute of Healthcare Improvement (IHI). The organization defines quality healthcare as being:

- Safe
- Equitable
- Timely
- Efficient
- Patient-centered
- Evidence-based

Some of these may seem obvious: After all, hasn’t safety always been an assumed goal

in healthcare? Yes, but efforts to measure health outcomes and drive improvements have become more robust over the past 10 to 15 years, thanks to factors such as changes in medical and communications technology, the launch of the IHI’s 100,000 Lives Campaign in 2005 and passage of the federal Affordable Care Act in 2010.

“With these types of developments, we all started becoming more focused on providing quality care and achieving the best results for patients,” Maloy says. “At the same time, healthcare has become more transparent, which has encouraged patients to become better-informed, more active participants in their care.”

Being a change agent

As a critical access hospital, AVH has been on the forefront of driving these dynamic changes, actively influencing the shift rather than merely responding to it. For example, AVH administrators and clinicians work closely with the Colorado Hospital Association, as well as with individual hospitals nationwide, to inform and follow evidence-based practices.

AVH has also formed a patient-family advisory council, which meets quarterly to discuss topics ranging from effective communications strategies to the availability of data around the quality initiatives.

AVH’s proactive efforts also include voluntary participation in an array of national, state, local and organizational

quality-improvement and information-sharing programs, as well as the safety “huddles” that occur daily in departments throughout the hospital to help ensure strong communication and teamwork.

AVH’s 30-day, unplanned readmission rate of 2.4 percent is far below the national average of 15.6 percent, and the hospital’s overall patient rating ranks in the 97th percentile nationally.

Already, these efforts have borne significant fruit. AVH’s 30-day, unplanned readmission rate of 2.4 percent is far below the national average of 15.6 percent; the hospital’s overall patient rating ranks in the 97th percentile nationally; and AVH enjoys a five-star patient satisfaction rating from the Centers for Medicare and Medicaid Services.

For Maloy, these achievements are reasons for celebrating and for building upon. “Patient quality and safety are the cornerstones of our mission and our passion,” she says. “We will only go forward from here.”

For more information, visit: aspenhospital.org/quality-patient-safety.



Lori Maloy, RN,
Chief Clinical Officer

“Patient quality and safety are the cornerstones of our mission and our passion.”

Quadruple Aim: Health status and wellness

Driving healthier behavior

The Aspen valley is famed for its year-round recreational facilities and the stylish lives that many residents lead. Yet active, affluent lifestyles are only part of the story. Our community is socioeconomically diverse, home to many people caught between lower-than-average wages and a higher-than-average cost of living.

A sizable number of employees throughout Pitkin County fall into this category, and about six years ago they were feeling the “squeeze” of rising health insurance premiums.

“At that time, overall employee healthcare costs were increasing by double digits annually, while revenues to cover those costs were increasing in the low single digits,” says County Manager Jon Peacock. “There were clear structural issues in a healthcare system that needed to be as efficient and effective as possible.”

Thinking innovatively

In similar circumstances, many employers would start to cut benefits and increase employees’ deductibles and other out-of-pocket costs. County officials, however, took a more innovative tactic; they approached Aspen Valley Hospital (AVH), the area’s largest healthcare provider, to discuss strategies for reducing healthcare costs. During those conversations, AVH Chief Executive Officer Dave Ressler suggested that the county reach out to other large employers in the area and create a collaborative effort.

From that talk sprang the Valley Health Alliance (VHA), a nonprofit group for which Peacock currently serves as chairman. The VHA comprises the area’s five largest employers — Aspen Skiing Company, Aspen Valley Hospital, the City of Aspen, Mountain Family Health Centers and Pitkin County — all of whom have self-insured health plans.

Making progress

From its inception, VHA has lived its mission to “improve high-quality, integrated primary, behavioral and dental healthcare in the communities we serve, with special consideration for the medically underserved, regardless of ability to pay.” Starting to act publicly on that goal has taken time, but the group is making progress with its Quadruple Aim initiative.

As the name suggests, the Quadruple Aim has four areas of focus:

- Quality of care and patient experience
- Health status and wellness
- Cost
- Provider engagement

How might the VHA translate those goals into actionable steps? To promote access to care, the alliance is encouraging

Five years ago, 75 percent of all county employees did not have a primary care physician (PCP), which is associated with lower healthcare cost. Today, the statistic has flipped: 75 percent of employees have a PCP.

providers to hire care coordinators who can help patients receive preventive services, manage chronic conditions and navigate the healthcare system.

Positive signs

Although it’s too early to measure the group’s success, evidence of progress is compelling. For example, Peacock said that five years ago, 75 percent of all county employees did not have a primary care physician (PCP). Because having a PCP is associated with lower healthcare costs, the county created an incentive program to encourage its employees to select one. Today, the statistic has flipped: 75 percent of Pitkin County employees have a PCP.

“We saw an initial bump in expenditures for tests and medications, as employees started going to the doctor and identifying conditions that needed to be managed,” Peacock says. “Since then, however, utilization has gone down significantly, our per capita healthcare costs have decreased over the past three years, and our employees have not seen an increase in their share of health insurance premiums for four years.”

Shared learning

Over time, the VHA hopes to use this type of approach to share ideas, innovations and best practices with other employer groups. And based on the level of cooperation in evidence so far, that goal is highly achievable.

“Given all of the challenges, our community has done a good job of coming together

and having these conversations,” Peacock says. “We are committed to working together for the good of all, and we hope that will bear fruit in the form of creative solutions we can share throughout our community and beyond.”



Quadruple Aim: Cost

Accountability is the future

Alexander the Great proved that he could think outside the box when, challenged to untangle the Gordian knot, he famously sliced through it with his sword. Aspen area organizations are taking a similarly innovative approach to the knotty problem of trying to reduce healthcare costs and improve patient health.

“I’ve been trying to solve this riddle for years with the different players in the healthcare arena,” says Chris McDowell, executive director of the nonprofit Valley Health Alliance (VHA). “In all that time, one of the most promising long-term solutions I’ve seen is value-based care, because it changes the focus from patient volumes to service quality.”

“The idea is that you invest money now to prevent illness, rather than spend much more money to treat illness,” McDowell adds. “That’s a win for patients, who enjoy better health and longer lives; it’s a win for providers, who dedicate their lives to improving patients’ health and wellness; and it’s a win for payers and employers, because it drives down costs.”

The Centers for Medicare & Medicaid Services have been among the model’s most prominent advocates, leveraging its influence to promote a “pay for performance” provider reimbursement system. The Affordable Care Act spurred expansion of the model, while empowering providers to experiment with innovative approaches to achieve greater effectiveness and efficiency.

A multifaceted approach

Here in the valley, the VHA is exploring additional strategies to rein in costs and improve outcomes, in areas such as

prescription drug benefits and disease management. With the unified strength of its five employer groups (Aspen Skiing Company, Aspen Valley Hospital, the City of Aspen, Mountain Family Health Centers and Pitkin County), the VHA is also developing contractual agreements with healthcare systems in Denver and Grand Junction for specialized medical services that are not available locally.

VHA and its member organizations are active on other fronts as well, such as promoting transparency in healthcare pricing in order to raise cost awareness among consumers.

Physician outreach is another focus, and one where early efforts have been especially successful. The alliance sent a request for information to all primary care physicians in the Roaring Fork Valley, hoping for a 60 percent response rate. Instead, an astounding 90 percent of them completed and returned the request.

The VHA wants to invest its efforts in coordinated care and encourage all of its members to have a primary care physician and/or primary care team for their optimal health and well-being. This is a proven model for long-term and sustainable cost mitigation, not to mention going a long way to meeting all four goals of the Quadruple Aim.

In all of these and other areas, McDowell sees signs that Aspen Valley Hospital patients, providers, employers and payers are eager to create a more sustainable healthcare model for the good of all.

“It’s about changing from a reactive culture to a learning, growing culture,” he says. “It’s about addressing opportunities for our community to become a beacon of health, and I have every reason to believe we will get there.”

“The idea is that you invest money now to prevent illness, rather than spend much more money to treat illness. That’s a win for patients, who enjoy better health and longer lives.” — Chris McDowell, Executive Director of the Valley Health Alliance



Quadruple Aim: Provider engagement

Putting providers first puts patients first

As the healthcare industry becomes more complex, the heart of the matter is a simple relationship — between the patient and the provider. Keeping patients engaged in their own care has long been recognized as an important part of a successful outcome. Keeping providers engaged, on the other hand, has not always been as actively encouraged.

Now, provider engagement is a subject of growing attention, thanks to efforts being made by organizations such as the Community Care Alliance (CCA), which provides management services and resources to Aspen Valley Hospital (AVH) and other member healthcare organizations.

“Provider engagement is the glue,” says Marnell Bradfield, the CCA’s director of operations. “You can’t have good quality of care if the provider doesn’t want to be there.”

In this context, “engagement” refers to providers being in tune not only with their patients but also with their own practices: Do providers have the information and

resources they need to maintain a successful practice? At the end of the day, do providers feel satisfied? The CCA actively studies these issues in areas such as helping providers shift to the new quality-of-care model that is replacing the old quantity-of-care model.

“Under payment reform, many providers may want to throw up their hands and retire because it’s too much,” Bradfield says. “So, a lot of our efforts help providers become more efficient and meet the metrics needed for new reimbursement models.”

Benefits for providers and patients

Another way the CCA drives provider engagement is through supporting the use of care coordinators in doctors’ practices. Care coordinators spend time working with patients individually to address nonmedical issues such as barriers

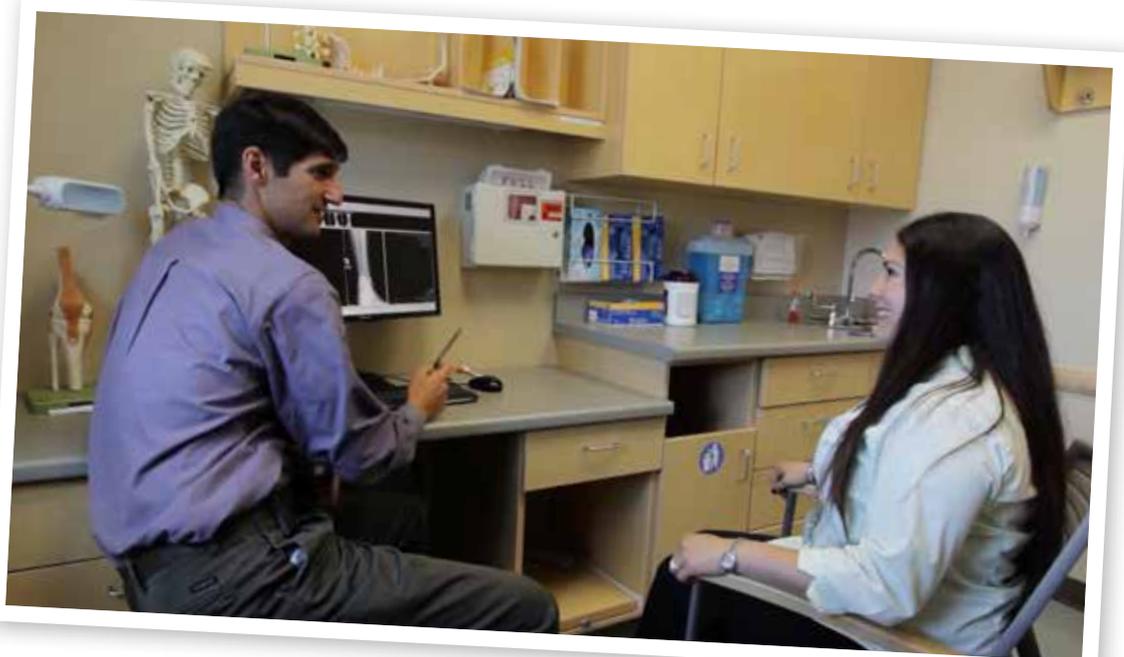
to care. The goals are to free up doctors’ time and help patients get tools and resources they need to be as healthy as possible.

Cara Borchers, RN, is one of the area’s first care coordinators in a provider practice. With 19 years of experience in patient care, Borchers says her new role is to conduct routine wellness visits, manage patients with chronic medical conditions and help patients create advance care plans.

Borchers believes care coordination will quickly prove its value and become a standard business model in provider practices. “Healthcare professionals have one common characteristic: We’re helpers; we want to heal people and make them feel better,” she says. “Care coordination is one way they can do that more effectively. It’s a huge benefit for providers and their patients.”

“Provider engagement is the glue. You can’t have good quality of care if the provider doesn’t want to be there.”

— Marnell Bradfield, Director of Operations for the Community Care Alliance



Dr. Waqqar Khan-Farooqi of OrthoAspen consults with a patient.

AVH receives recognition for excellence, innovation and service

From the care we provide to the food we serve, Aspen Valley Hospital (AVH) strives to improve every aspect of our patients' and visitors' experiences. We're pleased to report that our efforts met with notable success this past year, including many awards and recognitions. Here are some of the highlights:

Becker's Hospital Review

- Top 100 Hospitals (2016) — Hospitals on Becker's list are well-known for a variety of reasons, such as having a strong history of innovation and providing top-level care.

Centers for Medicare & Medicaid Services

- 5-Star Quality Rating for Patient Experience
- 4-Star Quality Rating Overall

Custom Learning Systems (CLS)

- Hospital of Choice Summit Award — AVH received 20 awards at the 17th Annual HealthCare Service Excellence Conference.

HealthGrades

- Outstanding Patient Experience Award — AVH is a recipient of the 2017 Outstanding Patient Experience Award, placing us in the top 15 percent in the nation for patient experience.

Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)

- Overall Rating in the 97th Percentile
- Overall 5-Star Rating

Moody's Investor Services

- Baa2 Bond Rating — This stellar bond rating is an important indicator of AVH's financial strength and creditworthiness.

National Rural Health Association

- Excellence in Outcomes, Patient Perspective and Financial Strength — This designation reflects the top quartile performance among all U.S. acute care hospitals.

Physicians Committee for Responsible Medicine

- Healthy Hospital Food — AVH's nutritional services department tied for first place in the 2016 Hospital Food Report. AVH's Castle Creek Café was specially recognized for its healthy vegan entrees and soups offered daily.

Press Ganey

- Guardian of Excellence Award for Clinical Quality — This award recognizes top-performing healthcare organizations that have consistently achieved the 95th percentile or above for performance in clinical quality.
- 2016 Innovation Award — AVH was recognized for its ongoing efforts to improve employee engagement.

Women's Choice Awards

- America's Best Hospitals for Obstetrics — The Aspen Birth Center at AVH was selected based on a review of the center's obstetrical services, patient satisfaction scores, clinical care and full-term deliveries. Ninety percent of patient survey respondents say they would definitely recommend the Aspen Birth Center.

All of these awards and recognitions validate AVH's efforts to make our patients' and visitors' experiences here as convenient, positive, productive and safe as possible. AVH thanks its employees and staff who made these important achievements possible.

AVH's nutritional services department tied for first place in the 2016 Hospital Food Report. AVH's Castle Creek Café was especially recognized for its healthy vegan entrees and soups offered daily.

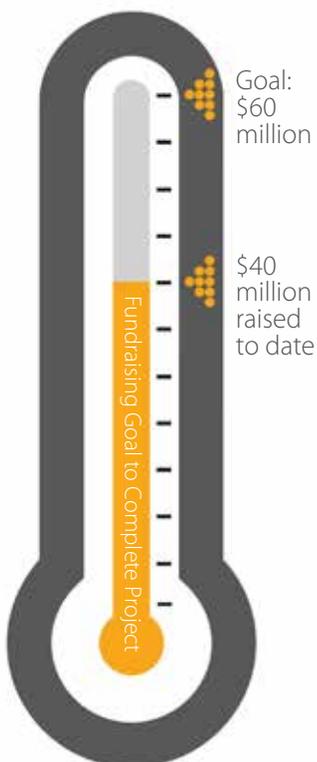
Gilberto Andrade-Serafin serves healthy and delicious fare daily.



AVH Foundation hits \$40 million mark in capital campaign

Our Mission

To raise and manage philanthropic support for the current and future needs of Aspen Valley Hospital.



As a not-for-profit, 25-bed, critical-access district hospital, Aspen Valley Hospital relies on philanthropic support to ensure patients have access to expert medical care. Delivering that care in modern facilities that support critical life-saving services and state-of-the-art technology is paramount to fulfilling our mission. The hospital's decade-long Master Facilities Plan is 75 percent complete. Now, the final phase is in the hands of our community.

How can you help? Consider supporting The Campaign for Aspen Valley Hospital.



Aspen Valley Hospital is nearing completion of Phase III of its Master Facilities Plan construction. The fourth (and final) phase will house a new main lobby and admissions area as well as the Renée and Lester Crown Center for Specialty Care.

To make a donation, please use the envelope found in the center of this annual report or visit supportaspennvalleyhospital.org.

AVH Foundation Board of Directors

Executive Committee

Archer Bishop, MD, Chairman
Deborah Breen,
AVHF President & CEO
John Sarpa, Vice Chairman
Ernie Fyrwald, Secretary
Terry Collins, Treasurer
Dave Ressler, AVH CEO
Chuck Frias
Mindy Nagle, MD

Directors

Pam Alexander
Coley Cassidy
Joan Gurrentz
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Jeffrey Siegel

Capital Campaign Executive Committee

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Archer Bishop, MD
Coley Cassidy
Dennis Cirillo, MD
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Gordon Gerson, MD
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Michael Kaplan
Barry Mink, MD

Mindy Nagle, MD
Cavanaugh O'Leary
Mary Ralph Lowe
Lynda and Stewart Resnick
John Sarpa
Jeffrey Siegel
David Stein

Aspen Valley Hospital medical staff

Allergy/Immunology

Robert McDermott, MD
Regan Pyle, DO

Anesthesiology

Chris Beck, MD
Vincent Franze, DO
Eric Willisky, MD
Amy Engelmann, CRNA
Cameron Meyer, CRNA
Kathleen Mitchell, CRNA
Phyllis Whitman, CRNA

Anesthesiology/ Pain Management

Giora Hahn, MD

Basalt After-Hours/ Snowmass Clinic

William Duke, MD
Elizabeth Tai, MD
Jonathan Gibans, MD
Joshua Seymour, MD

Cardiology

Paul Becker, MD
Gordon Gerson, MD

Dermatology

Karen Nern, MD

Emergency Medicine

Charles Abramson, DO
Steve Ayers, DO
Greg Balko, MD
Catherine Bernard, MD
Scott Gallagher, MD
Bud Glismann, MD
Kim Levin, MD
Chris Martinez, MD
Christina Miller, MD
Amy Behrhorst, PA-C
Dawn Kopf, PA-C
Sean Nevin, PA-C
Chelsea Williamson, PA-C
Lisa Olsen, FNP

Endocrinology (University of Colorado)

Virginia Sarapura, MD
Marc-Andre Cornier, MD
Cecelia Low Wang, MD
Irene Schauer, MD

Family Medicine

Bruce Bowen, MD
Michael Check, MD
Jenny Connery, MD
Anne Goyette, MD
Glenn Kotz, MD
Kelly Locke, MD
Dewayne Niebur, MD
Kim Scheuer, MD

Gastroenterology

Jason Collins, MD
Robert Dy, DO
Stephen Laird, MD
Jon Stauffer, MD
Gerard Tomasso, MD

General Surgery

Les Fraser, MD
Joe Livengood, MD

Gynecology

Gail King, MD

Hospitalist (Med/Peds)

Michael Goralka, MD
Michael Lintner, MD

Infectious Disease

Melanie Gerrior, MD

Internal Medicine

David Borchers, MD
Paula Kadison, MD
Ann Mass, MD
Susan Zimet, MD

Internal Medicine (Sleep Studies)

Thomas Minor, MD

Internal Medicine (Whitcomb Terrace)

Gail Mizner, MD

Neurology

Brooke Allen, MD

Obstetrics/Gynecology

Natasha Knight, MD
Mindy Nagle, MD
Nancy Bacheldor, CNM

Oncology

Doug Rovira, MD
Nancee Dodge, FNP

Ophthalmology

Michael Murphy, MD

Orthopaedic Surgery

Stanley Gertzbein, MD
Namdar Kazemi, MD
Waqar Khan-Farooqi, MD
Ferdinand Liotta, MD
Tom Pevny, MD
Mark Purnell, MD
Eleanor von Stade, MD
Thea Wojtkowski, MD
Matt Byers, PA-C
Amanda Coffman, PA-C
Daniel Greene, PA-C
Kelly Johnson, PA-C
Rachael Wymer, PA-C

Otolaryngology

Matthew Goodstein, MD
Heather Murphy, MD
James Holler III, PA-C

Pathology

Frank Holmes, MD
Robert Macaulay, MD

Pediatrics

Harvey Fahy, MD
Charlene Guggenheim, MD
Mary Harris, MD
William Mitchell, MD
Claudia Nelson, MD

Physical Medicine and Rehabilitation

William Timothy, MD

Plastic and Reconstructive Surgery

Jen Butterfield, MD
Peter Fodor, MD
Jason Martin, MD

Podiatry

Noel Armstrong, DPM

Pulmonary Disease

Gary Cott, MD

Radiology

Radiology Imaging Associates

Rheumatology

Duane Pearson, MD

Urology

Jeff Fegan, MD
Jamie Lowe, MD
Brian Murphy, MD

For physician referrals, please contact Community Relations at **970.544.1296**.

Directory of services

Need help? Want to schedule an appointment? Wish to check on a patient? Have a billing question? For all your healthcare and hospital-related questions and requests, below is a listing of Aspen Valley Hospital phone numbers to call.

Hospital departments		AVH medical practices	
General Information	970.925.1120	Gift Shop	970.544.1304
Administration	970.544.1261	Human Resources	970.544.1361
Admissions	970.544.1120, ext. 8260	Medical Records	970.544.1290
Aspen Valley Hospital Foundation	970.544.1302	Midvalley Surgery Center	970.544.1360
Ambulance Office	970.544.1580	Nuclear Medicine	970.544.1127
Aspen Birth Center	970.544.1130	Nutritional Services	970.544.1155
Basalt After-Hours Medical Clinic	970.544.1250	Oncology & Infusion	970.544.1507
Billing Help Line	970.544.7694	Outpatient Scheduling	970.544.1391
Business Office/ Billing	970.544.7377 or 800.262.3067	Pain Center of the Roaring Fork Valley	970.544.1146
Cardiac Rehabilitation	970.544.1383	Patient Care Unit	970.544.1135
Cardiopulmonary/ Respiratory Clinic	970.544.1264	Pharmacy	970.544.1189
Community Relations	970.544.1296	Physical Therapy/ Rehab Services	970.544.1177
Diabetes Education	970.544.7394	Same Day Surgery/ Outpatient	970.544.1327
Diagnostic Imaging	970.544.1192	Spanish Resources	970.544.1543
Diagnostic Scheduling	970.544.1392	Surgery Scheduling	970.544.7391
Emergency Department	970.544.1228	Whitcomb Terrace Assisted Living	970.544.1530



Or, visit us online at aspenhospital.org.



@AspenValleyHospital

715 years of service!

Thank you, Aspen Valley Hospital employees,
for your many years of commitment and service excellence!

40 years

Debra Demeulenaere, ARRT Mammography

35 years

Jaclynn Derosier, PTL Physical Therapy

30 years

Melody Durham, RN Cardiac Rehabilitation

Melissa Helser Emergency

Mary Frances Powell, RN Intensive Care Unit

Terri Sharp, MT Laboratory

25 years

Jennifer Andres Health Information Services

Maxine McCowan, RN Pain Clinic

Linda Spada-Magill, RN Recovery

Lisa Vantine, ARRT Radiology

20 years

Elizabeth Mercatoris, RN Patient Care Unit

Julie Puchkoff, ACLS Cardiac Rehabilitation

Li Zhu Nutritional Services

15 years

Lucretia Donovan, RN Basalt After-Hours Clinic

Jose Garcia Nutritional Services

Steven Knowles, RN Legal/Compliance

Kathryn McManus, PTL Physical Therapy

Alicia Miller Human Resources

Juan Osorio Central Sterilization

Flor Paz-Pastrana QA/Risk Management

Scott Shapiro Materials Management

10 years

Jessica Burchetta, RN Ultrasound

Kevin Doss Whitcomb Terrace

Ana Garcia De Zelaya Environmental Services

Michael Goralka, MD Hospitalist

Amy Guem Radiology

Joe High Patient Representative

Valerie Hincy, RN Aspen Birth Center

Josue Hurtado Engineering

Jeanne Johnson, RN Aspen Birth Center

Trudi Olson, RN Same Day Surgery

Lisa Pranno, PTL Physical Therapy

Frank Ruckdeschel, RTL Cardiopulmonary

Russell Shaffran, EMT-P Ambulance

June Sparkman Health Information Services

Bill Stout, RN Trauma Services

Cristi Tolle Patient Financial Services

Remington Way, ARRT Radiology

Crispina Zacarias Environmental Services

5 years

Deborah Breen, CEO AVH Foundation

Dana Chandler Admissions

Gordon Gerson, MD Cardiology Clinic

Anne Henrichs, RN Aspen Birth Center

Cheryl Hiron Admissions

Jeffrey McDade Whitcomb Terrace

Andrea Olson AVH Foundation

Mario Orellana, BLS Laboratory

Sandra Ponce OrthoAspen

Christopher Smith, RN Surgery

Joshua Cody Smith Radiology

Pablo Zelaya Environmental Services

A very special thank you to our volunteers

They come to us from all walks of life, offering an array of skills, talents and interests. They are tireless, generous and always ready with a smile. They are Aspen Valley Hospital's dedicated team of volunteers, and they are an invaluable part of our hospital's family!

AVH volunteers generously devote thousands of hours annually to improving the lives of our patients and staff. Volunteers deliver flowers, meals and an encouraging word to patients; comfort family members with information, coffee and hugs; help

visitors navigate unfamiliar hallways; serve on committees that provide important guidance for our shared future; work in the gift shop, mail room and offices; and even bring in their canine companions to cheer up patients with some bedside pet therapy.

You, too, can make a difference for our patients and staff. To learn more about volunteering at AVH, please visit aspenhospital.org/volunteer.

How the AVH dollar is spent

2016 Financial Information



The auditing firm of BKD conducted the Aspen Valley Hospital 2016 audit in accordance with district law and generally accepted auditing standards in the United States.

About our finances

Aspen Valley Hospital (AVH) strives to balance financial strength with high-quality, affordable services for its patients. We do this by maintaining state-of-the-art facilities where patients can be sure they will receive the latest in modern, effective care.

Our Master Facilities Plan is nearing completion, and through the generosity of the citizens of our community and careful fiscal planning, we have been able to construct a beautiful building in which to deliver care. Simultaneously, we have maintained a Baa2 bond rating with Moody's Investor Services, one of the highest such ratings in America for a Critical Access Hospital.

At AVH, we are continuously strengthening our culture of patient safety and cost consciousness. In the past year, we have received numerous awards for patient quality, safety and satisfaction. In

addition, we have been recognized as one of the top hospitals in the United States for financial stability. This combination of high-quality patient care and fiscal responsibility is our constant goal.

We are grateful to the Aspen community for its support over the years. Without the bonds we issued in 2010, the ongoing mill levy, and the philanthropic support we receive each year, AVH could not function at the high level it does. As the healthcare environment becomes more challenging, we will continue working with employers and others in the community to reduce costs and maintain high-quality healthcare for Aspen's citizens and visitors alike.

Our Chief Financial Officer is always available to answer questions about AVH's finances and can be reached at **970.544.1382**.



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This publication in no way seeks to diagnose or treat illness or serve as a substitute for professional medical advice. Please see your physician if you have a health problem. Aspen Valley Hospital respects your privacy. If you prefer not to receive communications from us, please call **970.544.1296**.

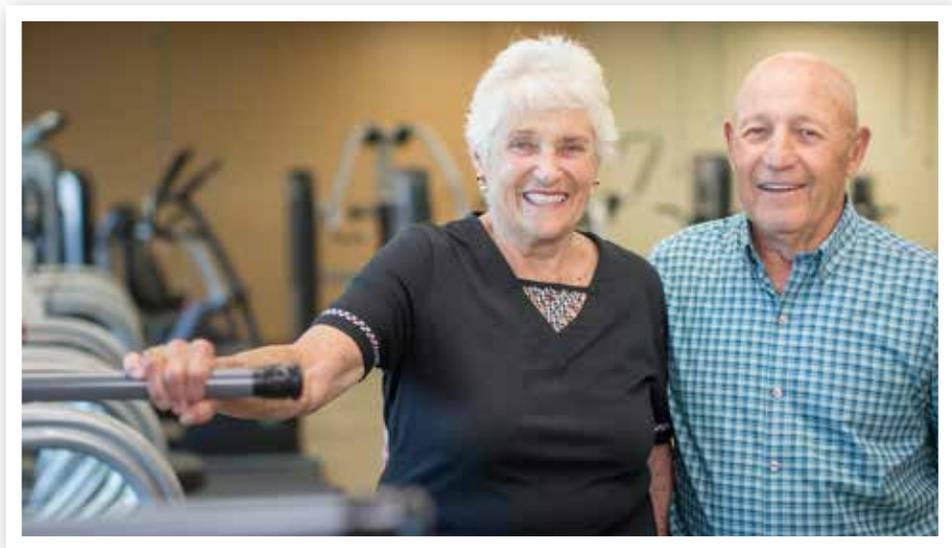
Retiree enjoys the physical and social benefits of cardiac rehab

Joe Zanin has always stayed in shape. As the owner of a local construction company for 34 years, he stayed physically active in his profession, and also worked out regularly at a gym.

So one morning in 2000, when he started feeling lightheaded during a workout, he didn't know what to think. The sensations didn't go away, however, so he drove to the emergency room at Aspen Valley Hospital (AVH). There, a doctor gave him some startling news: He was having a heart attack.

An ambulance rushed Joe to Denver, where surgeons implanted a stent. After four days in the hospital, he returned home and started a prescribed 12-week regimen of cardiac rehab at AVH — and never stopped. More than 17 years after his insurance stopped covering his rehab costs, he still works out at AVH three times a week, happily paying the fees himself.

“Cardiac rehab is the main thing that has kept me going,” the 82-year-old retiree says. “When you try to exercise on your own, it’s



Judy and Joe Zanin

hard to stay motivated. But in cardiac rehab, they keep you in line. If you aren't pushing yourself enough, they'll tell you.”

Joe has been so impressed that he donated funds for the rehab center to build a kitchen, where a nutritionist teaches classes about preparing heart-healthy meals. It's a way to continue the patients' preventative care at home.

Since his initial heart attack, Joe has never had another. He credits that, in part, to the physical benefits of cardiac rehab, as well as the friendships he has developed with AVH therapists Melody Durham and Julie Puchkoff and with other people who use the rehab facility.

“I go in early and work out, and then a group of us will go to the cafeteria and BS for a half-hour,” Joe says, laughing. “My wife says it's really just a social club.”

Road to recovery

The Cardiac Rehab program at AVH encompasses three areas of rehabilitation: cardiac, pulmonary and oncology. Patients can be referred to the program by their doctor, or patients can call **970.544.1383** for more information on eligibility and cost.