



THE YEAR
IN REVIEW
ASPEN VALLEY
HOSPITAL
SUMMER 2014

OUR MISSION

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

TABLE OF CONTENTS

Message from Our Chief Executive Officer	3
Message from Our Board President	4
Foundation Update	5
Calendar of Events	6
Mayo Clinic Care Network	6
Valley Health Alliance	7
Quality Fast Facts	8
Staying Current	8
Awards and Recognition	9
Taking Care of Patients	10 - 11
Infection Prevention	12
Welcome, Dr. Joe Livengood	13
Celebrating Employee Tenure	14
Nurse of the Year	15
Thank You, Volunteers	15
Aspen Valley Hospital Medical Staff	16 - 17
Healthcare Costs	18
Financial Information	19
Patient Satisfaction Scores	20

**“WHEN I LEFT YOUR
FACILITY, I TRULY FELT
I HAD BEEN IN THE
PRESENCE OF ANGELS.”**

— AVH patient

MESSAGE FROM DAN BONK CHIEF EXECUTIVE OFFICER



When I first expressed interest in the chief executive position at Aspen Valley Hospital (AVH), I searched the hospital web site, checked out the services and medical staff, evaluated financials, and reviewed patient satisfaction scores. If I was going to leave my existing job and move my family across the country, I wanted to be confident that I was joining a top-notch organization. Obviously, I was pleased with what I saw, and I began my role here at AVH in January of this year.

Since that time, I have learned first-hand that the AVH staff “lives” its mission — every day, at every level. The mission is short but profound: to deliver extraordinary healthcare in an environment of excellence, compassion, and trust.

So what makes AVH extraordinary? From the “new-comer’s” perspective, it’s the commitment of every individual associated with the organization. Granted, we have state-of-the-art technology and a beautiful new facility (with more to come), but it truly is the staff that sets AVH apart.

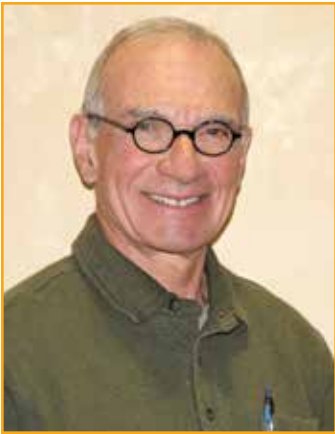
The staff is dedicated to exceeding patients’ needs at every level. Sometimes it’s just a brief interaction in the hallway or outpatient department. Sometimes it’s a surgery that requires extensive explanation and compassion, not to mention the expertise to perform the surgery and help with recovery. Sometimes it’s a chronic disease that will require self- or medical-management for the rest of the patient’s life. Sometimes it’s an unexpected emergency — with pain, fear, and disruption to a happy, healthy life. Sometimes it’s the happiest of events — the delivery of a baby, but even then there is the need for medical expertise and assistance.

The point is, no matter what the situation, our staff diagnoses, treats, supports, encourages, and helps every step along the way. And behind each one of our caregivers is ancillary staff to help see that the best possible care is delivered.

I have been equally impressed with the board of directors. These five individuals are volunteers, receiving not a dollar of pay for the untold number of hours they invest in AVH. Their roles range from strategic planning to financial oversight, ensuring that the hospital’s mission is achieved, and the provision of a comprehensive level of quality care. Like other elected officials, their decisions are viewed by a critical public eye, but I have seen them rise to the occasion and stand firm on decisions they believe to be in the best interest of our patients and the community.

Finally, I feel fortunate to be part of a community that is so engaged in making the quality of life in Aspen the best it can be. Everyone I have come in contact with truly cares about the community. A sense of ownership and active participation is evident in all of our local agencies, organizations, and private businesses. What a unique community!

I look forward to being a part of AVH’s future: ongoing success with our capital campaign so we can make final improvements to the physical plant, continuing to work with board and staff, and contributing to our mission of providing extraordinary healthcare. Thank you for your support.



MESSAGE FROM DR. BARRY MINK

PRESIDENT, BOARD OF DIRECTORS

I have been affiliated with Aspen Valley Hospital for over 40 years — first as a physician on the active medical staff, then as a board member, and now as the president of the board. Throughout the years, I have seen many changes, and this past year was no exception.

With the departure of our CEO of nine years, there was a cascade of events. First, long-standing board president John Sarpa was named interim CEO which resulted in his resignation from the board. I subsequently became the board president. Then, John's vacated seat on the board had to be filled by appointment, and the board selected David Eisenstat, a healthcare attorney with ties to AVH through the audit committee.

I would like to extend the board's gratitude to John Sarpa, not only for his service on the board, but also for the fine job he did while serving as interim CEO in 2013. While David is now an "old hand" on the board, I would be remiss not to officially welcome and thank him for his willingness to serve. In addition, incumbents Lee Schumacher and Chuck Frias were unopposed as their terms ended earlier this year. It is great to have them continuing on the board, along with Dr. Mindy Nagle.

We successfully recruited a new CEO, Dan Bonk, who has settled in nicely and is getting to know the staff, the community, and our hospital after six months on the job. We are fortunate to have such a qualified, experienced administrator at the helm and look forward to working with him for years to come.

During this time of transition, I am pleased that the hospital continued to make progress on many fronts:

- The second and largest phase of our expansion/renovation project is now almost finished. Private physicians (such as orthopaedic surgeons, obstetricians, and trauma surgeons) are on site and available for emergencies, as well as making it easier for patients to access hospital resources after seeing their doctor. Many ancillary services moved into new spaces that better accommodate patients and work flow.
- We were the first Colorado hospital selected to join the Mayo Clinic Care Network. That affiliation has supported local physicians in managing the

care of some of their more complex patients and has given them easy access to online resources.

- Valley Health Alliance finalized decisions for the pilot project which will ultimately help residents of our community achieve optimum health at lower costs. We recently hired an executive director, which will further advance the cause.
- We established our own foundation and have had good success with our capital campaign which will allow us to complete the final phase of the expansion/renovation project.
- Despite the continued unknowns with healthcare reform, we have maintained a strong financial position.
- We were nationally recognized for the outstanding patient care we provide and for our work related to "preventable harms."

I would like to extend, on behalf of the board, my most sincere gratitude to the staff: executive team, directors, physicians, nurses, therapists, technologists, and support services for their daily commitment to patient care. The work you do each day, and your commitment to making a difference in the life of each and every patient, is what makes Aspen Valley Hospital such a special place. It was an honor for me to work alongside such talented and dedicated professionals when I was a practicing physician; it is a privilege to continue this affiliation as president of the board. I look forward to continuing to work with all of you, as well as my colleagues on the board, in the upcoming year.

AVH BOARD OF DIRECTORS

David Eisenstat

Chuck Frias, Treasurer

Barry Mink, MD, President

Mindy Nagle, MD, Vice President

Lee Schumacher

FOUNDATION UPDATE

BY DEBORAH BREEN

PRESIDENT, ASPEN VALLEY
HOSPITAL FOUNDATION



What a great year we've had at Aspen Valley Hospital Foundation, thanks to the incredible encouragement and warm welcome we have received from our philanthropic community. While a full-court press to encourage support for the final phase of construction is still to come, we continue to engage with our community as we develop a comprehensive and well-rounded development program that offers many opportunities for giving.

Welcoming people to Aspen Valley Hospital, so they can see firsthand the incredible progress underway, is the best way for us to demonstrate how an investment in the organization perpetuates the overall quality of life and well-being of our community. While we have an arsenal of high-tech equipment and diagnostic capabilities, as well as a talented and compassionate staff, we continue to be challenged to bring all the facilities on par.

Half of the hospital's master facility project is complete, with the final phase — a phase that will house new centers for emergency medicine, diagnostic imaging, and surgery — to be completed once all of the funding has been secured. Offering care in facilities that match the high-caliber technology and dedicated staff already in place is paramount to the overall patient care experience and environment.

Please continue to follow our progress. The community's involvement will help catapult our development program and launch us in to the future where all care will be delivered in a facility that supports the privacy, efficiency, and technology that is the right of every patient.

OFFERING CARE IN FACILITIES THAT
MATCH THE HIGH-CALIBER TECHNOLOGY
AND DEDICATED STAFF ALREADY IN PLACE
IS PARAMOUNT TO THE OVERALL PATIENT
CARE EXPERIENCE AND ENVIRONMENT.

CALENDAR OF EVENTS

“Healthy Foods, Healthy Lives”

**With Caldwell Esselstyn, MD
and Ann Esselstyn**

Cardiac Rehab Open House

Sunday, September 7

1 - 4 p.m.

Aspen Valley Hospital

Heartsaver CPR/AED

Monday, September 22

4 - 7 p.m.

Midvalley Health Fair

Saturday, October 25

8:30 - 11:30 a.m.

El Jebel Community Center

Senior Health Fair

Friday, November 7

8:30 - 10:30 a.m.

Aspen Valley Hospital

Call **544.1305** for more information.

MAYO CLINIC CARE NETWORK

In November 2013, Aspen Valley Hospital (AVH) became the first Colorado hospital to be selected to join the Mayo Clinic Care Network. Recognizing that people prefer to receive care close to home, the network provides access to Mayo Clinic expertise without patients having to travel to a Mayo Clinic facility.

The network promotes close relationships between AVH's community of medical providers and Mayo Clinic through formal collaboration and information-sharing tools, such as:

- **AskMayoExpert**, a medical resource developed by Mayo Clinic physicians for use at the point of care. This online tool covers the latest Mayo-vetted information on diagnosis, therapy, and care management.
- **eConsult**, an electronic consultation tool that connects AVH physicians directly to Mayo Clinic medical specialists on questions of complex care.
- **eTumor Board**, a multidisciplinary physician education program offering informal advice for complex cancer cases.
- **Healthcare consulting**, which allows AVH to benefit from Mayo's experience in business and clinical systems and share best practices.

“We’ve been pleased with the relationship and the benefits provided,” notes Dan Bonk, AVH chief executive officer. “In addition to eConsult and AskMayoExpert, Mayo has recently added eTumor Board which our staff is looking forward to using. We have also utilized their consulting services, have benefitted from their policies, and have arranged for some of our ICU nurses to visit the Mayo Clinic for on-site training opportunities.”



VALLEY HEALTH ALLIANCE



Kathleen Killion, RPT, CHC, MBA, of St. Louis, Missouri has been hired as executive director for Valley Health Alliance (VHA). Kathleen will lead the organization's efforts to achieve the "triple aim": improve population health, enhance quality healthcare, and reduce healthcare costs.

Kathleen is a healthcare executive with 30 years of experience and is the founder and principal of KKillion Solutions, a healthcare consulting firm focused on business solutions and

large-scale population health management initiatives. A champion of wellness, her training includes degrees in physical therapy and business administration. She has earned local, state, and national recognition for best practice employee wellness programs and was recognized by the *St. Louis Business Journal* as one of the "Most Influential Women in St. Louis."

"I am so honored to have been selected for this position and felt an instant connection to the community and the great people I have met thus far," Kathleen says. "I want to be part of a vibrant, intellectual, and artistic community and work with the team to 'disrupt healthcare' as we know it today. I salute these courageous employers who have embarked on this journey and believe VHA can become a national/international model for wellness, healthcare quality, and cost effectiveness."

WHAT IS VHA?

VHA is a coalition of the Aspen area's five largest self-insured employers — Aspen School District, Aspen Skiing Company, Aspen Valley Hospital (AVH), City of Aspen, and Pitkin County — working in cooperation with area physicians and community representatives.

The partners that make up VHA have worked together to create a pilot project to test for the most effective ways to control costs and support quality sustainable healthcare in the valley. Using aggregate claims data from the 4,300 individuals covered by the five employers' health plans, VHA has identified the leading controllable health issues and is working on evidence-based practices to prevent and treat them in the most cost-effective way possible.

For example, musculoskeletal pain (including back pain) was identified as a leading problem for those covered by the five employers' health plans. To help address the problem, AVH physicians developed an evidence-based back pain protocol. Now they are working on protocols for depression screening, drug and alcohol abuse, and head trauma (conditions that can also result in high costs if not identified and managed in a standardized fashion).

UPCOMING VHA ACTIVITIES

1. Implementation of evidence-based practices to ensure consistent care among physicians.
2. Participation in an assessment designed to help the five employers understand what supports healthy behaviors.
3. Mayo Clinic Health Risk Assessment to all employees and family members covered by the employers' health insurance plans.
4. Health screening for employees of the five agencies.
5. Based on the health risk assessments and screening results, local health coaching and care management services for employees and their families.

"What we learn from this pilot study will be shared with the larger community," explains AVH chief executive officer Dan Bonk. "The vision of Valley Health Alliance is to use the information to help create the healthiest community in the nation."

Watch for more information as Kathleen assumes the leadership role with VHA and the pilot progresses!



QUALITY FAST FACTS

ZERO INCIDENCE IN 2013:

- Adverse drug events
- Catheter-associated urinary tract infections
- Central-line associated blood stream infections
- Early elective deliveries
- Birth trauma
- Falls with injury
- Pressure ulcers
- Ventilator-associated pneumonia

LESS THAN 1 PERCENT INCIDENCE IN 2013:

- Venous thrombotic (blood clot) events
- Surgical site infections

READMISSIONS IN 2013:

- 1.3 percent compared to the national average of 20 percent.

STAYING CURRENT

Healthcare is a field in which knowledge, techniques, and practices change rapidly. That's why it is important for our staff to continually update their knowledge and practice their skills.

Earlier this year, dozens of employees participated in a "simulation lab" in which various scenarios were created. And, with the use of manikins, monitors, and other equipment, they were asked to demonstrate their capabilities. Shortly thereafter, a constructive critique took place along with education.

The sim lab training was made possible this year by a generous benefactor who earmarked the funding for nursing/clinical education.

AWARDS AND RECOGNITION

Aspen Valley Hospital (AVH) has once again earned national attention by being named HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) Best Performer in the "Overall Rating," "Responsiveness of Hospital Staff," and "Cleanliness" composites. In addition, we received recognition for "Exceeding Patient Expectations."

These awards are given to the facility with the highest rating in the small-bed hospital category. AVH will celebrate with employees and be recognized this fall at a regional conference on customer service in San Francisco. "The collective efforts of our staff — no matter their role — are responsible for these awards," says AVH chief executive officer Dan Bonk. "Thank you to all for a job well done!"

Earlier this year, AVH was recognized by the Colorado Hospital Association for accomplishments in a national initiative called the Hospital Engagement Network (HEN). HEN focuses on the top 11 "preventable harms" in hospitals. These patient safety practices are evidence-based and known to improve outcomes.

"Because of our approach and demonstrated improvements, we were asked to present at two statewide conferences on patient safety," comments Elaine Gerson, RN, chief clinical officer at AVH. "Our team did a phenomenal job of identifying opportunities for improvement and implementing changes to optimize patient safety."

For the sixth year in a row, AVH received a Gold Aster award for its customized 2014 calendar featuring photographs taken by hospital staff. "We have a lot of talent at AVH — and one of those talents is photography," says director of community relations Ginny Dyche. The calendars are available at no charge to patients and community members each November.

And, we received the American Heart Association's "Gold Fit-Friendly Workplace" award in recognition of our efforts to provide healthy food and exercise options for our employees.



TAKING CARE OF PATIENTS

Whether it's caring for the victims of a plane crash (January 2014), bringing a new baby into the world (almost every day of the year), conducting diagnostic tests (in our lab, imaging, cardiopulmonary, and other departments), performing surgeries for a wide variety of conditions, providing rehabilitation services (occupational, speech, physical, hydro, cardiac, or pulmonary therapies), caring for patients in our inpatient facility, or treating people of all ages and conditions during an urgent or emergency situation, Aspen Valley Hospital (AVH) physicians and employees are focused on three objectives:

- High quality, safe, and effective diagnosis and treatment
- Personalized, compassionate care that recognizes the individual needs of patients and their families
- Transition to home or other care with the information and tools needed to continue recovery and achieve the best possible health status

To accomplish these goals, it takes the right people with the right qualifications. It takes teamwork and communication. It takes collaboration and respect. And it takes dedication and engagement. While these characteristics are demonstrated numerous times every day, one particular case in recent months stands out and represents the way we deliver care at AVH.

TIME WAS OF THE ESSENCE

A patient was brought to our emergency department by ambulance. With symptoms of a stroke, it was necessary for our staff to assess the patient quickly and make prompt decisions about care. Time is of the essence with stroke patients — to save lives, to prevent further damage, and to minimize the residual effects of the stroke.

According to emergency nurse manager Lori Maloy, "We exceeded all standards of stroke care. I'm really proud of our staff and the way they pulled together for this patient." To be specific:

- In less than 10 minutes, the patient was assessed and stabilized with an IV, oxygen, lab tests, and electrocardiogram.

- In less than 10 minutes, a neurological assessment was conducted by the AVH emergency physician and a neurologist at the Colorado Neurological Institute in Denver (which specializes in stroke care). A telemedicine system enabled remote communication with high-resolution video and audio capabilities.
- In 18 minutes, a diagnostic CT scan was completed; results of the scan were ready in another seven minutes.
- In 32 minutes, the patient was administered a "clot-busting" drug (t-PA). This drug should never be administered unnecessarily — as it can increase the risk of bleeding — but when the evaluation indicates that it is needed, it should be given as quickly as possible.
- In 62 minutes, the patient was transferred from the AVH emergency department to a helicopter and was flown to a Denver hospital for specialized care.

Research shows that patients who receive the clot-busting medication within three hours of stroke onset decrease their risk for significant disability after stroke.

"This patient received t-PA 52 minutes following the onset of symptoms, thanks to the family's quick recognition of symptoms, the prompt response of the ambulance crew, timely and efficient care by the ER physician and staff, and AVH's investment in technology that enabled an almost immediate neurological assessment by a stroke specialist," explains Lori.

THE OUTCOME

Not only did the patient survive this devastating cerebrovascular event and return home, rehabilitative therapy performed here in Aspen has contributed to ongoing recovery. "Great teamwork among the AVH staff and the Denver hospital undoubtedly made a difference. It was a difficult situation, but every aspect of care was delivered efficiently and effectively," adds Lori.

ACT FAST WITH STROKES

Two million brain cells die every minute during stroke, increasing the risk of permanent brain damage, disability, or death. Recognizing symptoms and acting FAST to get medical attention can save a life and limit disabilities.

Use the FAST test to recognize and respond to the signs of stroke.

F = FACE

Ask the person to smile. Does one side of the face droop?

A = ARMS

Ask the person to raise both arms. Does one arm drift downward?

S = SPEECH

Ask the person to repeat a simple sentence. Does the speech sound slurred or strange?

T = TIME

If you observe any of these signs (independently or together), call 9-1-1 immediately.

For more information about stroke, visit www.stroke.org.



INFECTION PREVENTION

RISK AT AVH LOWER THAN THE NATIONAL AVERAGE

Infections pose serious risk to patients who are already ill or undergoing surgery, and they can lengthen a patient's hospital stay. In fact, The Centers for Disease Control (CDC) estimates that approximately 5 percent of all surgical procedures performed will become infected.

Why? Because your skin is your primary barrier against infection. Incisions during surgery, insertion of catheters, introduction of breathing tubes, drawing blood, and giving injections are all ways in which skin integrity is compromised, thus creating opportunity for infection to enter your body.

Aspen Valley Hospital (AVH) has a continued and long-standing record of low rates of hospital-acquired infection (HAI). In fact, our HAI rate is consistently less than half the national average of 5 percent. Hospitals are often judged by their "clean" surgical wound infection rate, and at AVH that rate is consistently well below 2 percent.

In summary, for the reasons noted above, you are at risk for infection when hospitalized or operated on. But your risk at AVH is definitely lower than most hospitals in the country!

For more information about infection prevention at AVH, contact our prevention specialist, Kathy Gibbard, at **544.1286**.

WHAT YOU CAN DO TO AVOID AN INFECTION WHILE IN A HEALTHCARE SETTING:

- Keep your hands clean by washing with soap and water or using alcohol-based hand sanitizer.
- Keep cuts and scrapes clean and covered until healed.
- Stop smoking well in advance of having surgery.
- Ask your healthcare provider to clean his/her hands before treating you.
- Ask your friends and relatives not to visit if they feel ill.
- Ask visitors to clean their hands and avoid sitting on your bed.
- Let us know if you see unsafe practices while at our facility.
- Don't be afraid to speak up!

WELCOME, DR. JOE LIVENGOOD



Joe Livengood, MD, general/trauma surgeon, joined the Aspen Valley Hospital (AVH) medical staff on July 1. He is the first of two surgeons from Surgical Specialists of Colorado (SSOC) to join the AVH staff. He also serves as the hospital's trauma medical director. In addition to his extensive trauma care experience, his general surgery expertise includes advanced laparoscopy, oncologic (cancer) surgery, and endoscopy.

Dr. Livengood worked as an acute care surgeon at Poudre Valley Hospital and Medical Center of the Rockies, part of the University of Colorado Health System for the past 13 years. He also recently worked for PeaceHealth Ketchikan Medical Center in Alaska at a critical access hospital similar to AVH. His reputation as a quality surgeon, with an outstanding bedside manner and collegial approach to patient care, follows him from these institutions.

"I love the area and all it has to offer," says Dr. Livengood. "The AVH facility, physicians, and staff have all impressed me greatly with their dedication, passion, and quality. I have received a remarkably warm welcome and look forward to establishing myself in this community."

Dr. Livengood received his medical degree from Vanderbilt University in Tennessee and then completed his training in general surgery at the University of Tennessee Medical Center at Knoxville and Exempla Saint Joseph Hospital in Denver. He holds a biomedical engineering degree from the University of Southern California with the honors of Phi Beta Kappa and Tau Beta Pi.

He is board-certified by the American Board of Surgery and a Fellow of the American College of Surgeons. In addition, he sits on the Comprehensive Communications Committee for the American College of Surgeons, has been a National Examiner for the Baldrige Performance Excellence Program, and is a process improvement expert with formal training in LEAN and The Paterson Process.

Appointments for elective care with Dr. Livengood can be made by calling **970.429.4267**.

CELEBRATING EMPLOYEE TENURE

Congratulations to the following employees. To dedicate 10 years, 15 years . . . 40 years to Aspen Valley Hospital is a noteworthy accomplishment! Employees were recognized at a special dinner in their honor earlier this year.

10 YEARS

Kemberly Carroll Medical Records
 Nancee Dodge, NP Oncology/Infusion
 Krista Fox, OT Occupational Therapy
 Pete Hershberger, RN Recovery
 Joleen Incze, RN Obstetrics
 Marcella Knable, RN Utilization Review
 Shawna Patrick, RN Staff Development
 Jason Smith, EMT-P Ambulance
 Jim Tomberlin Information Technology
 Vonda Williams Medical Office

15 YEARS

Cara Borchers, RN Emergency
 Steve Ramsey, EMT-P Ambulance

20 YEARS

Deborah Hutchinson, EMT-P Ambulance
 Paula Phillips Whitcomb Terrace
 Deb Tullman Information Technology

25 YEARS

Lauri Cross, RN Inpatient Nursing
 Peggy Madden, RN House Supervisor
 Paula Starodaj Emergency
 Laura Stewart Information Technology

30 YEARS

Kathy Gibbard, RN Infection Prevention
 Kathy Nilsen, RN Midvalley Surgery

35 YEARS

Cheryl Hannah Information Technology

40 YEARS

E.O. Anderson, RN House Supervisor



Cheryl Hannah, 35 years; Kathy Gibbard, 30 years; Deb Tullman, 20 years; and Lauri Cross, 25 years.

NURSE OF THE YEAR

Siobhan Conway, RN, was named "Nurse of the Year" at Aspen Valley Hospital (AVH) during National Nurses Week. She was one of a dozen nurses to be nominated by fellow employees.

According to chief clinical officer Elaine Gerson, RN, "Siobhan exemplifies the qualities of nursing that Florence Nightingale envisioned. With kindness, compassion, attention, grace, and ease, she provides evidence-based care and is a role model for all of us who have chosen nursing as our profession."

Certified in hospice and palliative care, infusion therapy, and advance care planning, Siobhan works in the oncology/infusion department at AVH. "I love nursing, and palliative care is my passion," she says. "I am in a position to make a difference in the lives of people dealing with serious and often life-threatening illness. I feel blessed to have this opportunity."



Cheyenne Sugar and patient navigator Laura Pritchard take a break together.



THANK YOU, VOLUNTEERS

Volunteers are an essential part of Aspen Valley Hospital. They allow staff to stay at the bedside, support patients with extra care and attention, and help patients and visitors find their way around the ever-changing facility.

Some of them prefer to help with administrative work, some are anxiously awaiting the reopening of Sally's Gift Shop later this year, and some bring their most well-behaved "best friend" to spread good cheer throughout the hospital.

On behalf of the entire staff at AVH, a heartfelt thanks is extended to all of our volunteers!



Volunteer Judy Rubin

ASPEN VALLEY HOSPITAL MEDICAL STAFF

ALLERGY/IMMUNOLOGY

Robert McDermott, MD

ANESTHESIOLOGY

Chris Beck, MD

Eric Willsky, MD

Amy Engelmann, CRNA

Kathleen Mitchell, CRNA

Chris Poland, CRNA

Phyllis Whitman, CRNA

ANESTHESIOLOGY/ PAIN MANAGEMENT

Giora Hahn, MD

CARDIOLOGY

Paul Becker, MD

Gordon Gerson, MD

DERMATOLOGY

Karen Nern, MD

EAR, NOSE, AND THROAT

Matthew Goodstein, MD

EMERGENCY MEDICINE

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 Covington, PA-C

Dawn Kopf, PA-C

Sean Nevin, PA-C

Lisa Olsen, FNP

FAMILY MEDICINE

Jenny Connery, MD

Kelly Locke, MD

Dewayne Niebur, MD

Kim Scheuer, MD

GASTROENTEROLOGY/ INTERNAL MEDICINE

Jason Collins, MD

Gerard Tomasso, MD

GENERAL SURGERY

Joe Livengood, MD

GYNECOLOGY

Gail King, MD

HOSPITALIST

Mike Goralka, MD

INTERNAL MEDICINE

David Borchers, MD

Paula Kadison, MD

Ann Mass, MD

NEUROLOGY

Brooke Allen, MD

OBSTETRICS/GYNECOLOGY

Natasha Knight, MD

Mindy Nagle, MD

Nancy Bacheldor, CNM

Elizabeth Weisenborn, APN-C

ONCOLOGY

Doug Rovira, MD

Nancee Dodge, RN, FNP-C

OPHTHALMOLOGY

Matthew Ehrlich, MD

ORTHOPAEDIC SURGERY

Ann Golden, MD

Christopher George, MD

Lindsay Harris, MD

Tom Pevny, MD

Mark Purnell, MD

Eleanor von Stade, MD

Noel Armstrong, DPM



Grace Song, PA-C
 Chelsea Weber, PA-C
 Rachael Wymer, 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
 Peter Fodor, MD
 W. Jason Martin, MD
 Lyndsey Haynie, PA-C

PULMONOLOGY

Gary Cott, MD

RADIOLOGY

Andy Fisher, MD

UROLOGY

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

AFFILIATE STAFF

Bruce Bowen, MD
 Amy Brown, MD
 Michael Check, MD
 Jon Gibans, MD
 Anne Goyette, MD
 Glenn Kotz, MD
 Melissa Orman, MD
 Susie Zimet, MD





HEALTHCARE COSTS BY TERRY COLLINS CHIEF FINANCIAL OFFICER

No one in the healthcare industry will deny that healthcare is an expensive endeavor. It's expensive to operate a hospital or doctor's office. It's expensive for insurance companies. It's expensive for employers. And it's expensive for the consumer.

That said, at Aspen Valley Hospital (AVH), we have made a concerted effort to keep charges down. Each year we commission a third-party expert to evaluate AVH charges, as well as the charges of our closest competitors and other hospitals in the state. We are pleased to report that, based on that independent charge analysis, we are not only competitive, but AVH offers a price advantage in most instances.

We hope the following Q & A will help you separate fact from fiction when it comes to hospital pricing.

Q: Why has it been reported in the press that Pitkin County's high healthcare costs have resulted in insurance premiums that are among the highest in the nation?

A: The Center for Improving Value in Health Care (CIVHC) created the report responsible for the press coverage. After a great deal of research and analysis, we have found that **there is no correlation between costs and premiums by county.**

Q: What was included, then, in the data from CIVHC?

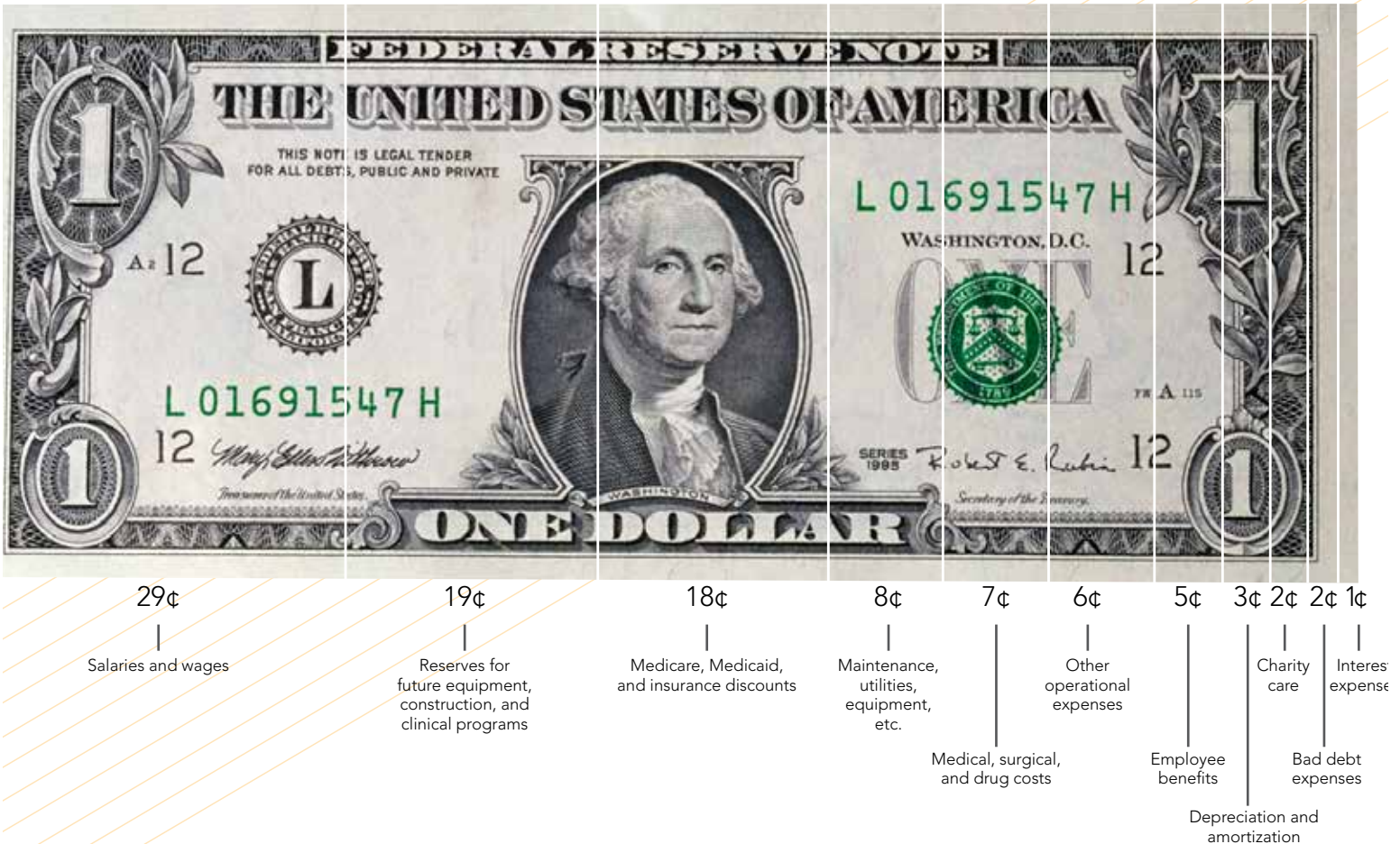
A: **Only .8 percent of AVH's claims were included in the data.** Essentially, only individual and small business plans were factored in, including only Blue Cross and Rocky Mountain Health Plan. The data did **not** include Medicare patients or those covered by self-insured employer plans (the five largest employers in the community: school district, hospital, city, county, and Aspen Skiing Company). In addition, **less than 20 percent of the cost data included healthcare services delivered in Pitkin County.**

This data from CIVHC is not representative of our area's healthcare costs. At AVH, based on an independent, third-party analysis, we know that our charges are among the lowest in Colorado.

We are working directly with legislators and CIVHC to tackle this issue. It's really misleading data and a disservice to the people of our community.

HOW THE AVH DOLLAR IS SPENT

2013 FINANCIAL INFORMATION



The auditing firm of BKD conducted the AVH 2013 audit in accordance with district law and auditing standards generally accepted in the United States.

MESSAGE FROM TERRY COLLINS

CHIEF FINANCIAL OFFICER

Aspen Valley Hospital (AVH) had a successful year in 2013, thanks to a recovering economy and cooperative ski season weather! Our construction project is more than half complete, the campus now looks like the first-rate hospital we all envisioned, and fundraising for the final phase by Aspen Valley Hospital Foundation continues.

With the onset of the Affordable Care Act, the healthcare scene is changing dramatically, and what the future holds is still somewhat unknown. However, through affiliations with entities such as the Mayo Clinic and Valley Health Alliance, AVH is taking proactive steps to help ensure high-quality, cost-effective care to our community. We appreciate the community's continued support.



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This publication in no way seeks to diagnose or treat illness or serve as a substitute for professional medical care. Please see your physician if you have a health problem.

PATIENT SATISFACTION SCORES CONTINUE TO CLIMB

We receive letters of gratitude on a daily basis from our patients — accolades for our staff with appreciation for their expertise, care, and compassion. As much as we enjoy the letters, we place the most value on quantifiable feedback from the formal survey process. This data shows that we continue to exceed our patients’ expectations and to outperform hundreds of other hospitals throughout the nation, including our closest competitors.

The following is a snapshot of just some of the data we collect:

	<u>AVH average score</u>	<u>Other hospitals’ average score</u>
Emergency department	92.08	85.94
Inpatient services	93.02	89.53
Outpatient services	91.86	90.71
Same-day services	94.99	94.05

In addition, our inpatient HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) scores currently place us with most ratings at the 96th percentile or above. One patient (a healthcare professional) summed it up in a recent survey:

“EVERY SINGLE ONE OF YOUR STAFF WAS SO KIND AND PROFESSIONAL. I AM A PHYSICIAN IN ANOTHER STATE, AND I WOULD LOVE TO WORK WITH A STAFF LIKE YOU HAVE AT ASPEN VALLEY HOSPITAL.”