



# The Year in Review Aspen Valley Hospital's 2009 Annual Report

# Opening remarks

from Dave Ressler, CEO/Administrator



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

Aspen Valley Hospital (AVH) is a small, but mighty, hospital. At just 25 beds, our community is very fortunate to have the array of services, skill of staff and physicians, and technologic capabilities that are simply unheard of in a hospital of this size.

This past year, we were able to maintain our financial health through diligent cost containment, improve upon our services through partnerships with other specialty organizations, further meet the needs of the community through our after-hours clinic, and win several national awards for service excellence.

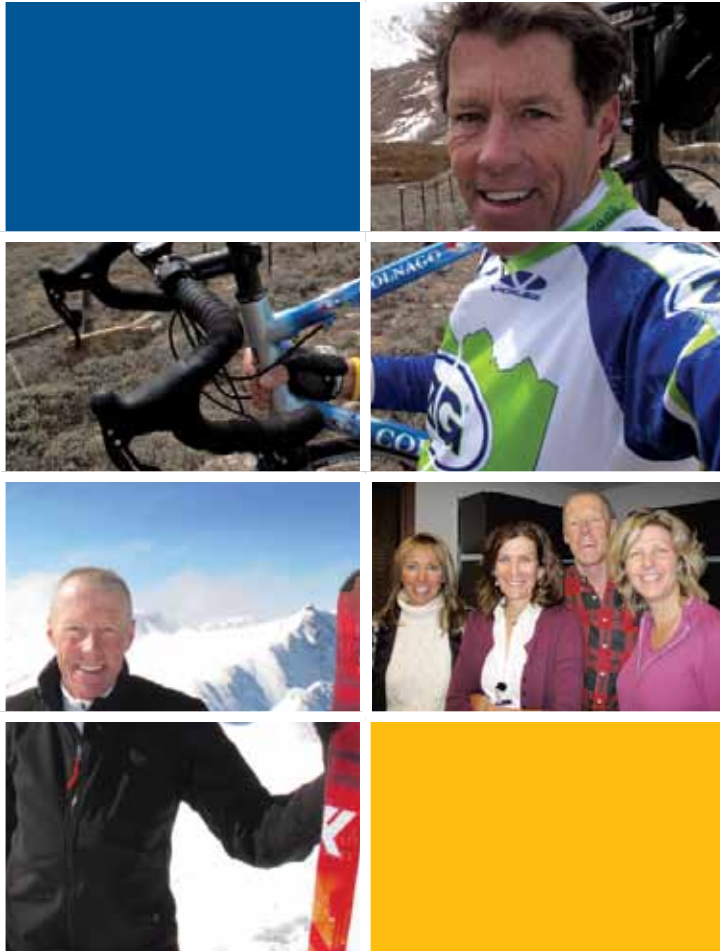
In addition, a much-needed Master Facilities Plan, which will enable our hospital to provide care in a contemporary environment, received conceptual approval from the Aspen City Council last summer. Since then, we have been preparing for final approval of Phase II of the project from city officials. If approval is granted this summer, we anticipate "breaking ground" later this year. The Master Facilities Plan will be funded by a combination of revenue bonds, cash reserves, philanthropy, and additional property tax support.

Our affiliations with Invision Sally Jobe and Shaw Regional Cancer Center, along with weekly oncology clinics by Doug Rovira, MD, have enhanced our ability to meet the needs of cancer patients in the area. Our new telemedicine program — made possible through the Colorado Neurological Institute Stroke Center — enables us to better evaluate and treat stroke patients with real-time consultation with stroke specialists. And with the help of the Aspen Valley Medical Foundation and Quality Health Network, we lead the way in establishing a health information exchange system between providers.

Most importantly, we have the support of the community, a governing board with a clear vision and commitment to quality services, a dedicated staff, and a Master Facilities Plan which will enable AVH to continue to provide extraordinary healthcare. It is the combination of all of these contributors that enables AVH to provide such breadth and quality of services. Thank you for your support.

# Cyclist is on the road again, thanks to cancer care at AVH

A bicyclist is diagnosed with a dangerous form of cancer. Undaunted, he resolutely begins an aggressive treatment regimen, thrives despite the disease, and returns to the sport he loves.



Sound familiar? This **could** be the story of Lance Armstrong. Instead, it **is** the story of Peter Kelley, a long-time Aspen real estate agent who chose Aspen Valley Hospital (AVH) for his cancer treatment.

"I could have gone to UCLA or to MD Anderson Cancer Center, but I would've been in Los Angeles or Houston, not knowing anyone there," Peter says of his decision to stay close to home. "To be here in Aspen and not disrupt my family's life — that was important."

Peter is not the kind of person you'd expect to get cancer. He cycles about 3,000 miles a year, mostly at high altitudes, as well as snow skis and water skis.

But in November 2008, he learned that he had stage III non-Hodgkin's lymphoma. In considering treatment options, Peter consulted his oncologist, Doug Rovira, MD, on the medical staff at AVH, as well as Basalt internist David Borchers, MD, who convinced Peter to have the biopsy at AVH that led to the diagnosis. Peter also talked with his wife and daughter, and he thought about needing to be back in shape, if possible, for a biking trip in Italy the following summer.

Peter describes his choice of AVH as "a leap of faith." Over the years, he had been treated at AVH for concussions, broken ribs, and other injuries that often come with an active life. Battling cancer is different, but he feels that he made the right decision.

"I care about having a doctor with expertise, and Dr. Rovira has that kind of expertise," Peter says. "Nancee Dodge and

Siobhan Conway (nurses in AVH's oncology department who administer chemotherapy and other infusions) were fabulous. If I could powder ski in the morning before a treatment, I would call and tell them, 'I can't come in until noon,' and they would laugh with me. I wasn't receiving care from people for whom I was a number."

Peter started chemotherapy in early December 2008 and finished in late March 2009. The treatment was "pretty rough," but after the minimum number of treatments the cancer went into remission. Three subsequent PET scans have shown no evidence of disease. He knows that his cancer may not be curable, "which really makes each day even sweeter," he says.

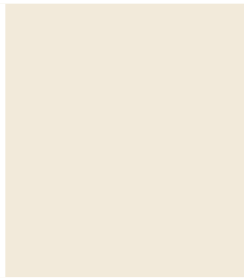
Peter kept cycling and skiing throughout his regimen, reaching the summit of Highland Peak on a "powder day" within hours of having received his third treatment. One time, he even met that other bicyclist who famously battled cancer.

Lance Armstrong was in the area while recuperating from an injury in early 2009. As Peter tells the story, "It was the last day of ski season and I wanted to ski, but my wife said, 'Let's ride. Maybe we'll see Lance.' And that day, we wound up seeing him and got to ride with him from Woody Creek down to Basalt." Peter pauses a moment before adding, "It was a tremendous experience. He was very gracious."

No surprise, then, that Peter has set a goal of raising \$35,000 for LIVESTRONG this year, to benefit Armstrong's charitable foundation, and he plans to participate in the Austin LIVESTRONG Challenge, in October.

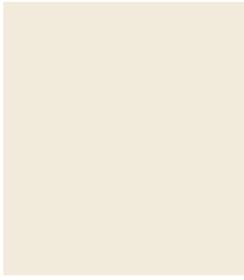
"A little defiance on my part and a lot of superb care at Aspen Valley Hospital, got me down the road to where I am today," he says. "I'm looking to the future — and fortunately, I've got one."



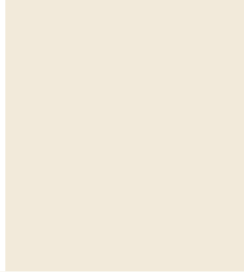
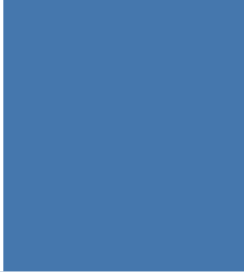


# A message from John Sarpa, AVH board president

On behalf of the board of directors and all hospital personnel — administration, staff, and physicians — our most heartfelt appreciation is extended to the community for your support of the hospital's recent mill levy election. The 1.5 mill levy has been in place at Aspen Valley Hospital (AVH) since 1995, and it is critical to our financial stability and health. The money will continue to be used for general operations and capital expenditures of medical equipment and technology. Thank you very much for your support.



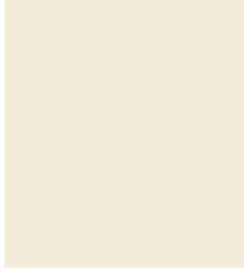
As publicly elected directors, my colleagues and I are charged with executing the hospital's mission while assuring financial viability, delivering quality care, and supporting community and individual well-being through healthcare services. The day-to-day execution of these responsibilities is delegated to the chief executive officer and medical staff. But, as physicians and hospitals experience growing pressure to increase the quality of their outcomes, enhance the safety of their patients, and lower the cost of care, there is greater attention and scrutiny required of governing boards.



It is for this reason that the AVH board has obtained appropriate education and now requires monthly reports on quality and safety from hospital administrators. Presented in the form of a "balanced scorecard," the report demonstrates hospital performance on a variety of metrics. By asking hard questions, expecting accountability, and being fully engaged in risk management, prevention, and outcome measurements, we have achieved a level of transparency that will only serve to make AVH a better hospital.



Again, thank you for your support of AVH. We are honored to serve this community and committed to extraordinary healthcare for locals and visitors to the Aspen area.



## Board of Directors

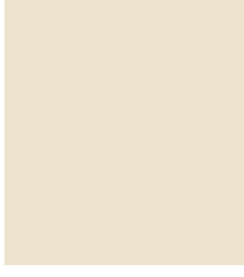
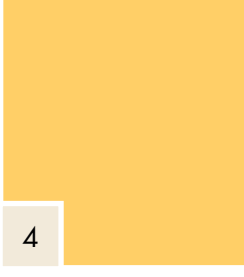
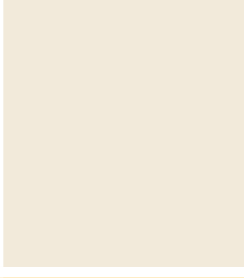
John Sarpa, President

Barry Mink, MD, Vice President

Chuck Frias, Treasurer

Lee Schumacher

Mindy Nagle, MD

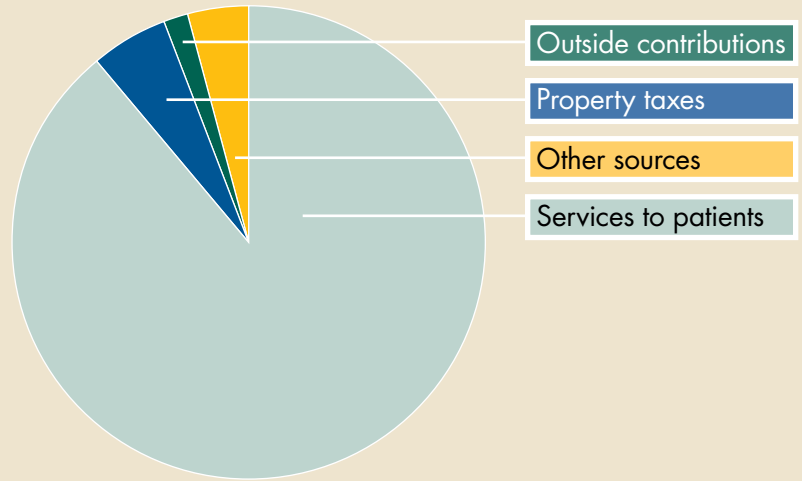


# 2009 Statement of Revenues and Expenses

The year continued the past successes of Aspen Valley Hospital (AVH) in maintaining and enhancing a strong financial position. We continue to position ourselves well for the future.

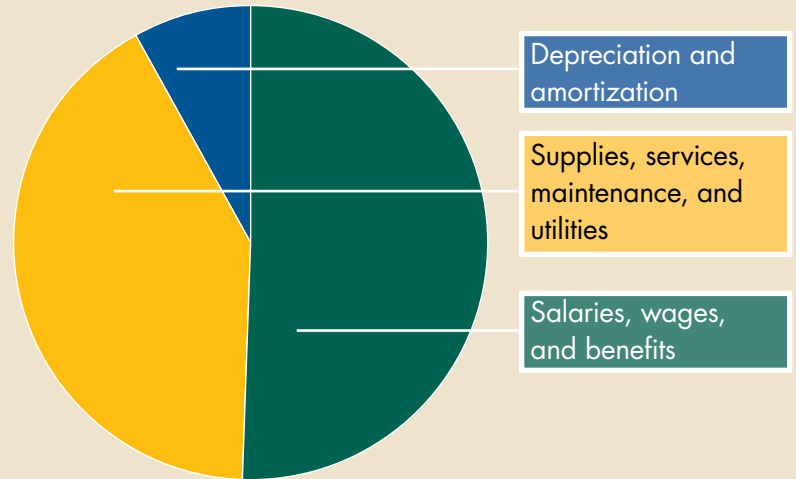
## Revenues:

Services to patients . . . . .	\$57,889,740
Property taxes . . . . .	3,517,092
Outside contributions . . . . .	1,076,789
Other sources . . . . .	2,611,823
<b>Total . . . . .</b>	<b>\$65,095,444</b>



## Expenses:

Salaries, wages, and benefits. . . . .	\$28,502,076
Supplies, services, maintenance, and utilities. . . . .	23,117,663
Depreciation and amortization . . . . .	4,481,049
<b>Total . . . . .</b>	<b>\$56,100,788</b>



**Increase in fund balance . . \$8,994,656**

## 2009 was successful . . .

AVH had another good year in 2009. We were able to increase our cash reserves by over \$7 million. These reserves are important to AVH for several reasons:

- They protect us in times of economic difficulties;
- As we approach a major renovation project, they provide additional funding capability; and
- They help us maintain our bond rating.

## The future will be challenging . . .

AVH continues to benefit from cost reductions and lower capital spending as we move through 2010. The slow economy and the recent passage of a healthcare reform bill will pose major challenges for us as we move into the future. However, we are optimistic that our employees, board, and management will continue to adapt to the changing environment, just as we have over the past few years.

The auditing firm of Grant Thornton conducted the AVH 2009 audit in accordance with district law and auditing standards generally accepted in the United States.

# AVH employees celebrate years of service

Aspen Valley Hospital recognized its long-time staff members in an awards ceremony earlier this year.

"We know that our past success — and the continued attainment of our mission — is based on the efforts of dedicated and experienced professionals," said Dave Ressler, CEO. "AVH is lucky to have you as part of our team."

## 10 years

Jim Brokamp, RT . . . . . Nuclear Medicine  
 Damien Coniglio, EMT-P . . . . . Ambulance  
 Lourdes Coombs . . . . . Language Resources  
 Doug Haugan . . . . . Engineering  
 Carol Jenkins, RN . . . . . Internal Medicine Associates  
 Heather Knott, RN. . . . . Aspen Birth Center  
 Barbara Kollar, RN . . . . . Midvalley Surgery Center  
 Miguel Medina. . . . . Housekeeping  
 Carla Rowell . . . . . Internal Medicine Associates  
 Jeff Spiroff . . . . . Nutritional Services  
 Cathy Storer. . . . . Emergency  
 Michael Younger . . . . . Finance

## 15 years

Belinda Faulhaber, RN. . . . . House Supervisor

## 20 years

Randy Eis, EMT-P . . . . . Ambulance  
 Cathleen Haggerty, RN . . . . . Surgery  
 Eric Hansen, EMT-P . . . . . Ambulance  
 Paula Hebbard, RN. . . . . Emergency  
 Melissa Helser . . . . . Emergency  
 Sandy Klausman, RN . . . . . Surgery  
 Laurie Osier, RN . . . . . Nutritional Services  
 Jackie Schroeder, RN . . . . . Aspen Birth Center  
 Peggy Vidakovich, RN. . . . . Emergency  
 Tom Walsh, EMT-I. . . . . Emergency

## 25 years



Lauren Munger, MT  
Laboratory

## 25 years



Nettie Kremer  
QA/Risk Management

## 25 years



Ginny Dyche  
Community Relations

## 30 years



Kathy Niemer, RT  
MRI



## Nurse of the Year

Congratulations to Heather Milne, RN, Aspen Valley Hospital's latest Nurse of the Year! Heather began her career at AVH in 1996 as an EMT and Spanish translator. Although she already had a bachelor's degree in Spanish linguistics, she decided she wanted to pursue her love for patient care, and she obtained an associate's degree in nursing from Colorado Mountain College in 2005. Heather currently is a same-day surgery nurse. "A nurse is what I was meant to be," says Heather about her award.

## Nurses honored by Aspen Chamber Resort Association

Aspen Valley Hospital (AVH) employees Nancee Dodge, FNP, and Siobhan Conway, RN, were surprised to learn they were named "Stars of the Winter Season" by the Aspen Chamber Resort Association (ACRA) for outstanding guest service. According to Dorothy Frommer of ACRA, "The award comes from ACRA, but really it is from the community."

Nancee and Siobhan work in the oncology department at AVH with oncologist Doug Rovira, MD, and administer chemotherapy and other infusions. Congratulations Nancee and Siobhan for a job well done!



Siobhan Conway, RN, and Nancee Dodge, FNP, were named "Stars of the Winter Season" by the Aspen Chamber Resort Association.

## AVH volunteers – 50 years of service, 50 years of care

The Aspen Valley Hospital volunteers have a long history of serving patients and staff, but who knew their tenure spanned half a century? Past president Barbara Fretz did, and a team of volunteers organized a special event in honor of this accomplishment.



Marian Melville received a 30-year service award at the Volunteer's Appreciation Luncheon.

Starting in 1960, the volunteers were known as the "Blue Ladies" for the uniforms they wore. Founders included Marge Stein, Betty Mason, Patsy Pabst, Joy Caudill, Dorcas Houston, and Alice Rachel Sardy.

Joyce Harris, Donna Rowlands, Trish Adam, Phyllis Blevins, and Linda Keleher organized the 50th anniversary celebration which was held on June 25. "The mission of the original volunteers was to help the hospital in any way possible. No job was too big; no job was too small," says Joyce. "While a lot has changed in the past 50 years, we are still just here to help."

The volunteer roster now includes several men, and job responsibilities include assisting patients and staff in the patient care unit, emergency department, physical therapy, and same-day surgery. The "hospitality" volunteers greet and escort patients and visitors, and another team of volunteers assists with posting and delivering mail, as well as creating charts and informational packets. Sally's Gift Shop is managed and operated by volunteers and contributes approximately \$20,000 per year to the hospital for capital expenditures.

"It's rewarding work," says Linda Waag, treasurer and president elect. "I feel like I've made a difference, and I have met some wonderful people along the way."



# AVMF continues meeting community health needs

A message from Kris Marsh, President/CEO

The Aspen Valley Medical Foundation (AVMF) has focused on several community-wide initiatives this year and several new programs are emerging from that work.

In order to help members of our local community quickly find mental health assistance and begin to prevent suicides, a new mental health referral agency called Aspen Hope Center began operations on June 1. It operates under the auspices of the medical foundation and will provide a telephone service 24 hours a day, seven days a week to handle crisis calls and requests for information.

When you call **925.5858**, a mental health professional will answer, assess the situation, and provide information or activate the mobile crisis team, depending on the nature of the call. Help will be on the way immediately if a crisis situation is occurring.

The Center is staffed with a medical director, Jonathan Birnkrant, MD, licensed child and adult psychiatrist; two other clinicians, Callie Henry, MSS, and Michelle Muething, MA, LPC; Julie Wagner, suicide prevention coordinator; and Medford Leake, office manager. When you, a loved one, or acquaintance are feeling down, there is now a number to call for immediate help ... **925.5858!**

AVMF has also been helping spearhead efforts to build a Continuing Care Retirement Community to meet a range of needs for our local senior population. The project will include 60-plus independent living units, 40 assisted living units, and 20 skilled nursing units. It is hoped that the project can be built on 12 acres close to the Aspen core, and exploration of land possibilities has become more hopeful in recent weeks. If all goes well, the project may open in 2014.

As Aspen Valley Hospital (AVH) concludes the approval process for the second phase of the Master Facilities Plan hospital expansion, the foundation is beginning to prepare for a major capital campaign to assist AVH in making the project a reality. A philanthropic feasibility study will be conducted over the summer in order to determine the amount of charitable dollars AVMF can raise toward this important capital project. Many more details will be available in the next several months.

For information about the foundation's work, please contact us at **544.1298** or visit our web site at **[www.avmfaspens.org](http://www.avmfaspens.org)**.





# The Master Facilities Plan

Aspen Valley Hospital (AVH) has a history of caring for the Aspen community dating back to 1891. The existing facility was completed in 1977 and, with minor expansions and updates, it has served our community well. However, healthcare delivery and technology have changed dramatically in the past 30 years, and it is time to upgrade and expand the hospital for future generations.

AVH's long-standing reputation for extraordinary healthcare is accomplished by a skilled and dedicated staff. The Master Facilities Plan is designed to complement the staff's expertise with a contemporary physical plant that is appropriately sized, environmentally sensitive, and meets today's standards for efficiency, privacy, comfort, and a quality patient/family experience.



## The need

As was typical in the 1970s, AVH was designed primarily as an inpatient facility with an emergency department and limited space for outpatient care. In fact, a number of services that are offered today — including MRIs, CT scans, nuclear medicine exams, and cardiopulmonary rehabilitation — were not offered then.

Over the years, to accommodate additional outpatient services and new technologies, the hospital has been forced to convert inpatient spaces to outpatient purposes. This integration of services causes inefficiencies, crowding, lack of patient privacy, and space conflicts.

## The solution

As part of the planning process, AVH conducted a formal needs assessment to evaluate the adequacy of the physical plant. It was concluded that virtually all clinical areas in the existing facility are at least half the size recommended by current industry standards.

In addition, it was determined that private medical offices located on the hospital campus will result in more convenient access for patients and more timely responses by physicians. Medical office space on site is typical of hospitals today and is essential to a successful healthcare campus.

Thus, the Master Facilities Plan has been developed over the past several years to strategically address these and other realities of modern healthcare delivery. The plan enables us to be competitive with our resort community peers, and it anticipates emerging trends so our hospital remains state-of-the-art for years to come.

## The timeline

The projected construction timeline is approximately seven years, with the plan implemented in phases. **Conceptual** approval was granted by the City of Aspen in 2009. Currently, **final** approval for Phase II is being sought. (Phase I — the Aspen Birth Center — was previously approved and completed in 2008.)

## Project features

- Private rooms for all inpatients
- Additional inpatient rooms to address the needs of an aging population
- Zoning designed to segregate inpatients from outpatients and eliminate inappropriate "cross-traffic" of patients, the general public, and staff
- Expansion of all outpatient areas
- Leasable medical office space
- Adjacency of preoperative care, surgical suites, same-day surgery, and recovery rooms
- Relocation of the helipad to the rooftop, thus enhancing flight safety
- Increased parking capacity
- 22 affordable housing units
- Ability to accommodate additional assisted living apartments
- Environmentally conscious construction with LEED certification
- Architectural design which capitalizes upon site contours, vegetation, and views
- Reconfiguration of pedestrian, private vehicle, ambulance, bus, and delivery traffic

For more information about the Master Facilities Plan, call **544.1296** or visit **[www.avhaspen.org/mfp](http://www.avhaspen.org/mfp)**.

# Aspen Valley Hospital Medical

## Allergy/Immunology

Richard Weber, MD

## Anesthesiology

Chris Beck, MD

Giora Hahn, MD

Erin Rose, MD

Eric Willsky, MD

Betsy Bridger, CRNA

Amy Goodman, CRNA

Kathleen Mitchell, CRNA

Phyllis Whitman, CRNA

## Anesthesiology/ Pain Management

Giora Hahn, MD

## Cardiology

Morris Cohen, MD

Gordon Gerson, MD

Barbara Martin, ACNP

## Ear, Nose, and Throat

Matthew Goodstein, MD

## Emergency Medicine

J. Stevens Ayers, DO

Gregory Balko, MD

Catherine Bernard, MD

Scott Gallagher, MD

John Glismann, MD

Kimberly 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

Bruce Bowen, MD

Michael Check, MD

Anne Goyette, MD

Glenn Kotz, MD

Kelly Locke, MD

Dewayne Niebur, MD

Kim Scheuer, MD

## Gastroenterology

Gerard Tomasso, MD

## General Surgery

William Rodman, MD

John Schultz, MD

## Hospitalist

Mike Goralka, MD

## Internal Medicine

David Borchers, MD

Ann Mass, MD

Susan Zimet, MD

## Neurology

Ira Chang, MD (Telemedicine)

Chris Fanale, MD (Telemedicine)

Robert Pratt, MD (Telemedicine)

Jeffrey Wagner, MD (Telemedicine)

Gary Weiss, MD

## Obstetrics/Gynecology

Gail King, MD (GYN only)

Natasha Knight, MD

Melinda Nagle, MD

Nancy Bacheldor, CNM

Elizabeth Weisenborn, NP

## Oncology

Ira Jaffrey, MD

Douglas Rovira, MD

Nancee Dodge, FNP

## Ophthalmology

Dan Weitzenkorn, MD

## Orthopedic Surgery

Lindsay Harris, MD

Tomas Pevny, MD

Mark Purnell, MD

Thomas St. John, MD

Eleanor von Stade, MD

Natalie Arena, PA-C

Lyndsey Haynie, 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

# Staff

## Plastic Surgery

Dennis Cirillo, MD  
W. Jason Martin, MD  
Daniel Thimsen, MD

## Podiatry

Noel Armstrong, DPM

## Psychiatry

Alan Nelson, MD

## Psychology

Martin Manosevitz, PhD

## Pulmonology

Gary Cott, MD

## Urology

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

## Honorary/Emeritus

John Freeman, MD  
Daniel George, DMD  
Barry Mink, MD  
Carl Schiller, MD

## After-Hours Medical Care

Just over a year ago, this new facility opened in Basalt. Providing walk-in acute care when doctors' offices are closed (evenings and weekends), the clinic has seen well over 1,000 patients and has a full slate of physicians offering services. Following are the physicians you may see at After-Hours Medical Care when you have an unexpected medical need:

Steve Ayers, DO  
Greg Balko, MD  
Catherine Bernard, MD  
Bruce Bowen, MD  
Eileen Daly, MD  
Jon Gibans, MD  
Bud Glismann, MD  
Kim Levin, MD  
Kelly Locke, MD  
Chris Miller, MD  
Dewayne Niebur, MD

### Hours:

5 – 10:30 p.m., Monday through Friday  
8 a.m. – 5 p.m., Saturday and Sunday

**In the Aspen-Basalt Healthcare Center**

**234 Cody Lane, Basalt**

**544.1250**



Dr. Bruce Bowen examines a patient.

## Calendar of Events

### Blood Drives

Tuesday, September 7  
Tuesday, November 2  
11 a.m. – 3 p.m.  
Aspen Valley Hospital

### Midvalley Health Day

October date to be determined  
8:30 – 11:30 a.m.  
El Jebel Community Center

### Senior Health Fair

Friday, November 5  
8:30 – 10:30 a.m.  
Aspen Valley Hospital

Call **544.1296** for more information.



# 2009 Annual Report

## AVH gets top scores for service excellence

We call them patient satisfaction surveys, but make no mistake, at Aspen Valley Hospital (AVH) we strive to do more than merely satisfy our patients. Our standard is to deliver extraordinary care. And our efforts have paid off.

AVH earned three national awards for service excellence last year. Avatar International, an industry leader in healthcare quality improvement services recognized its top performing hospital partners in 2009. Designation is based on measurable data that are compared to other hospitals throughout the United States.

AVH, along with 17 other hospitals in the nation, was identified as being in the top 5 percent of hospitals and received a "Best Performer" award. In making the announcement, Dave Medvedeff, PharmD, MBA, CEO of Avatar, says, "To consistently deliver exemplary quality service for all patients throughout an organization is not an easy task. As a winner of Avatar's Overall Best Performer Award, AVH has demonstrated an ability to achieve that consistency and maintain high levels of patient satisfaction. I commend their commitment to service excellence."

An award for "exceeding patient expectations" was also earned. "One of the many challenges facing hospitals today is attempting not only to meet, but to exceed the patient's expectations. AVH has proven it is capable of exceeding its patients' expectations and embodies putting patients first," says Dr. Medvedeff.

Finally, the AVH emergency department received an award for "five-star service," specifically related to loyalty and endorsement. AVH is known for its short wait times and personalized care for emergency patients.

"These results are more than statistically significant," says Chief Nursing Officer Kathryn Chamberlin. "They are confirmation that our core values are embraced by everyone who works here."

Congratulations to the AVH staff. There couldn't be a more deserving group of people for these honors!

