

MISSION

Family Health West is a Fruitabased, non-profit organization dedicated to providing compassionate, cost-effective, high-value health care which enhances the quality of life for our community.

VISION

Family Health West will be: The best place to receive care. The best place to practice medicine. The best place to work.

VALUE

As a team member of the FHW family, I am dedicated to enriching lives and providing a safe healing environment as outlined in our 7 Monuments of Performance Excellence

A MESSAGE From the President/CEO

Healthcare is a busy and changing environment. The demands of new laws, insurance reform and new and innovative procedures can take its toll on small healthcare organizations. I am proud to say that in 2018, Family Health West rose to those challenges and exceeded all expectations. We met the demand by knowing and using the latest technologies, treating chronic pain successfully without the use of opioids as much as possible and implementing cost transparency practices. It was a year of growth, with the addition of nine beds to our inpatient unit, 24 hour respiratory therapy, expanded rehabilitative services, as well as new activity space for our long term hospital patients.

We welcomed Dr. Richard Ackerson and Dr. Michael Rooks to Monument Orthopedics and Sports Trauma and Dr. Korrey Klein came on as our new VP of Medical Services and Chief Medical Officer. We implemented the Alternatives to Opioids (ALTO) program in our Emergency Department. It was our honor to bring the 9 Health Fair back to the Grand Valley. We broke ground on a new 20,000 square foot Medical Center. And the Family Health West Foundation kicked off the yearlong Capital Campaign. To say we were busy is an understatement! Looking ahead, the future of Family Health West is bright as we increase and enhance all of our service lines and continually bring talent and skill to our organization.

It has truly been an honor and privilege to be the third CEO of this amazing organization. Announcing my retirement in September 2019 comes with mixed emotion, however, I retire knowing that I have elevated Family Health West to being the most preferred healthcare system on the Western Slope! I look forward to spending more time with my sweet wife, Debb, my six children and six grand kiddos. I leave this organization in the best hands possible along with leaders and staff who truly make Family Health West the best place to receive care, the best place to practice medicine and the best place to work.

I want to thank our FHW family, volunteers, donors, Board of Trustees, Foundation Board and most importantly you, our community, for taking this journey with us for the past seven decades. We expect to continue forward well into the future; successfully serving the ever-changing healthcare needs of Western Colorado and beyond.

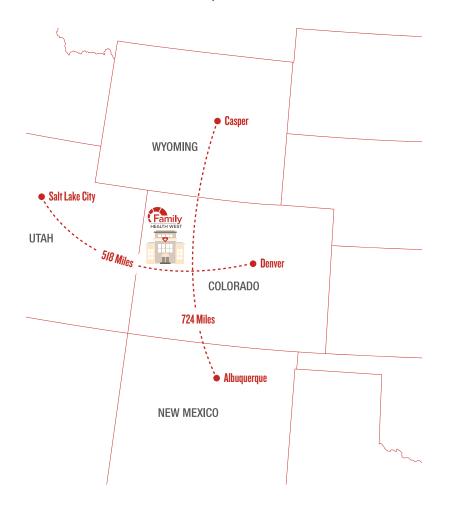
In good health,

Mark J. Francis President/CFO



FAMILY HEALTH WEST Largest Rehab Provider

Distance from Denver to Salt Lake City = 518 miles Casper to Albuquerque = 724 miles That makes us the largest rehab provider within an area of 375,032 square miles.





FHW THERAPY PATIENT Jan Caldwell's story

In May of 2018, Jan started getting excruciating shoulder and upper back pain for no obvious reason. The pain rocketed halfway down the left side of her back, wrapped around her left arm, with shooting pains to her fingers. She knew something drastic had to be done to get back to the active life she had so enjoyed.

Jan took pain medicine, went to a chiropractor, underwent deep tissue massage, and ended up seeing an orthopedic doctor who treated her for a rotator cuff issue. The orthopedic doctor administered an injection in her shoulder and tested her for carpal tunnel, but nothing eased the discomfort. Long months passed and Jan became more desperate every day.

Finding Physician Assistant Thomas Scruton NCCPA at the Atlas Arch Neurosurgery Center at Family Health West was a godsend for her. After an exam and x-rays, Thomas diagnosed Jan with compressed nerves in her neck, which the previous physician and others had missed. Jan felt hopeful for the first time in her journey through debilitating pain. Thomas recommended physical therapy, possibly injections, and if needed, surgery. Jan opted for physical therapy and called the Colorado Canyons Hospital and Medical Center Adult Rehabilitation, where she was matched with therapist Brandon Keiser. Brandon created a therapy plan, and within six weeks Jan had no discomfort and was feeling back to her old self. Finally, more than eight months from the onset of her pain, Jan was pain-free and looking forward to a year full of new adventures.

2018 YEAR At a Glance



FMHS Basketball Pink Night

Fruita monument girls basketball team learns about mamography in preparation for breast cancer awareness basketball game night.



Go Baby Go

Colorado Mesa University students and faculty from several areas including SWE (Society of Women Engineers), the department of kinesiology, and the Council of Exceptional Children Club will team up with the Colorado Canyon Hospital & Medical Center pediatric therapists to change the lives of some local children at an event called "Go Baby Go."



EMS Golf Tournament

Family Health West is a proud sponsor of the annual EMS Golf Outing during Emergency Medical Services week. Local EMS responders come together for friendly competition and chances to win fun prizes.

JANUARY FEBRUARY MARCH APRIL MAY JUNE JULY



Expansion of Colorado Canyons Hospital & Medical Center

Expansion Details

- Additional 9 beds
- Expanded Physical Therapy Gym
- Expanded Respiratory Therapy
- Expanded In-Patient Pharmacy

Community Benefit

- 15–25 new jobs
- West Slope families stay home to be with very ill loved ones



Healthcare Summit

Discussed with other healthcare leaders how healthcare is impacting our business community and how small business owners can navigate it successfully.



Farmer's Market

We enjoyed another successful year at the Fruita Farmer's Market. Thank you to our staff at Flavors Grille for always providing delicious, gluten-free treats for this weekly event.



Farm and Ranch Dav An Annual Celebration of Agriculture with informational booths, farm animals, and various demonstrations throughout the day.



Dr. Rooks Joined Monument Orthopedics & Sports Trauma



Dr. Ackerson Joined Monument Orthopedics & Sports Trauma



Dr. Common Joined Colorado Canyons Hospital & Medical Center, Emergency Dept.

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER



Korrey Klein, MD

Joined Colorado Canyons Hospital and Medical Center as Vice President of Medical Services/Chief Medical Officer.

Amy Archer, DO

Joined Colorado Canyons Hospital & Medical Center as a Hospitalist.



Old Fossil Golf Tournament

In partnership with Dinosaur Journey, Museums of Western Colorado, we held another successful golf tournament!



Participation in Colorado ALTO Project with Aim of Reducing Opioid Administration in Emergency Department

A statewide initiative that allows Colorado Emergency Departments to become part of the solution in tackling the opioid epidemic. Through a partnership with Colorado Hospital Association, CCHMC now has the ability to treat pain in ways that are proven to be effective without unnecessarily exposing patients to risks associated with highly addictive medications like opioids.

2019 Updates

HOSPITAL EXPANSION Colorado Canyons Hospital & Medical Center

Colorado Canyons Hospital & Medical Center is expanding and innovating to provide you with world-class pain management solutions! Not only can we serve our community with Acute and Emergent care and long-term residential needs, but with our new addition, we are changing lives by offering non-opioid pain management opportunities and rehabilitative therapy to people suffering from short-term and chronic pain.

NEW FACILITY Pediatrics Expansion

Thanks to the new expansion of the Medical Center, we are now able to expand our Pediatric Rehabilitation facility by adding an additional 2,000 square feet. Once the expansion is complete, the current Pediatric Rehabilitation center will be remodeled and turned into the Autism Center. This will include a combination of incredibly unique programs for all of Western Colorado. We will have comprehensive evaluation abilities through occupational, speech and child psychologists who will work closely with their referring physician. Our Pediatric team is now the largest rehab team spectrum wide at Family Health West.



The mission of the Family Health West Foundation is to advance the vision and strategic priorities of Family Health West by inspiring giving that enhances and improves the health of the community.

AREAS YOUR CONTRIBUTIONS ASSIST INCLUDE

- Pediatric Rehabilitation projects
- Residential Services updates
- Mammography assistance
- Pain Management awareness and more
- MRI Assistance to MS patients

WAYS TO GIVE

- Online Giving
- Mail a Check
- Volunteer
- Share Your Story

Visit fhw.org/contribute or call our Foundation Department, at hospital services (970) 858-2170.

GREAT BEGINNINGS Go Baby Go

We celebrated another successful Go Baby Go event! Six adapted cars for six happy kids! All thanks to our generous sponsors and donors, and to the Colorado Mesa University Society of Women Engineers and Colorado Canyons Hospital and Medical Center Pediatric Rehabilitation team. You can still make a contribution to special causes like Go Baby Go by visiting fhwfoundation.org.











2018 FHW FOUNDATION **Red Baron Ball**

The Dirty Dozen Brass Band rocked the stage and the amazing Hazel Miller Band wrapped up the evening during the VIP After Party! Thanks to the generous support of the community and local businesses, we were able to raise \$135,000 at the Annual Red Baron Ball. These funds went directly towards the Capital Campaign, which benefited the construction of the new Medical Center. This year we brought the event back to the DoubleTree Hotel and it was a huge success! We featured the local

musical talent from Fruita Monument High School, Junior, Chloe Williams. This will be a new tradition carried out for years to come! Congratulations to Errol Snider, the winner of the Ruth B. Wyper Award and we also celebrated the retirement of Dr. Tice.









We offer a full-service Critical Access Hospital and a 24/7 Level IV Trauma Center Certified Emergency Department, designed to meet the growing healthcare needs of our community.

Transitional Care

In addition to being a full-service hospital and Emergency Department we offer Transitional Care; a patient-centered, quality-driven clinical program for patients that are well enough to leave an acute care setting, but not yet well enough to go home. These patients have specific and often complex medical, nursing or rehabilitative therapy needs, including advanced respiratory support that cannot be met at home (even with home care) or in many skilled nursing facilities. Call (970) 858-2792 to find out more.

Physician Services

ARTHRITIS CENTER OF WESTERN COLORADO

Our rheumatologists evaluate and treat an entire spectrum of more than 100 types of arthritis and related illnesses, while partnering with our Infusion Center on infusion and injectable therapies related to rheumatological conditions.

ATLAS ARCH NEUROSURGERY

When it comes to back or neck pain, you can rest easy knowing that you are in good hands with Atlas Arch Neurosurgery. We offer years of expertise, success and evidence-based research to deliver the best treatment for your neck, spine and nerve problems.

BALANCED ROCK FOOT & ANKLE

We specialize in the comprehensive treatment of foot and ankle injuries and disorders. Our practice incorporates the latest developments in podiatric medicine to ensure that patients receive the most advanced treatment available.

FAMILY HEATH WEST ACCESS CLINIC

Our Access Clinic is staffed by professionals who specialize in family health care, and are trained to diagnose and treat common family illnesses. We offer Osteopathic Manipulative Medicine and lowcost sports physicals.

MONUMENT ORTHOPEDICS & SPORT TRAUMA

Our orthopedic team provides treatments and surgical procedures for adult and pediatric patients who suffer from fractures and sports injuries, acute and degenerative issues.

REDROCK INTEGRATIVE REHABILITATION **MEDICINE**

A combination of techniques are used to treat pain, reduce disability and improve quality of life. Evidence-based medicine is used to determine appropriate treatment plans and to facilitate a team approach.

Outpatient Services

ADULT & PEDIATRIC REHABILITATION

Our team of highly skilled physical, occupational and speech therapists bring many years of experience and a variety of specialties to serve you in all stages of rehabilitation.

COAGULATION CLINIC

The Coagulation Management Clinic allows healthcare providers to refer patients who are taking anticoagulation medication and need routine monitoring to our clinic for oversight and management.

COLORADO CANYONS HOSPITAL & MEDICAL CENTER

With our CAP Certified Laboratory, Radiology, Surgery and Respiratory Therapy departments, we are sure that we have the means to serve our communities healthcare needs to the fullest.

EMERGENCY DEPARTMENT

Colorado Canyons Hospital and Medical Center's emergency department is certified as a level IV trauma center. The FD offers 24/7 care.

INFUSION CENTER

Our team at the Infusion Center is dedicated to providing the most advanced infusion and injectable therapies to patients that suffer from autoimmune and inflammatory diseases.

OUTPATIENT PROCEDURE CENTER

Specializing in chronic spinal and neuropathic related pain, our specialists at the Outpatient Procedure Center provide advanced interventional pain procedures to those looking for a non-invasive solution to their pain issues.

WOUND HEALING CENTER

Our providers have years of experience in dealing with chronic wounds. We have a team with extensive training in diabetic foot wounds and provide a comprehensive approach to healing stubborn wounds.



FROM SCARED TO HOPEFUL **Donna's Story**

After a traumatic fall in my home, I found myself with shoulder, spine and sternum fractures and developed pneumonia. The care I initially received was completely inadequate and I felt disregarded because of my age. I was given no positive options. Consequently, my health was declining rapidly and I was scared. After the insistence of my children to try Colorado Canyons Hospital and Medical Center, I immediately knew I was receiving the best care I have ever received in my 42 years of living in the Grand Valley.

My team consisted of a neurosurgeon, orthopedic surgeon, physical, occupational and respiratory therapists, radiologists,

hospitalists and amazing nurses. ALL communicated so well with not only each other, but with myself and family. My healing process accelerated and surpassed all expectations. I was going to live! I was so impressed with how well everyone at Family Health West worked together and I will never go anywhere else for my healthcare needs.

Donna W. Grand Junction, CO

To donate and impact the lives of people like Donna, visit fhwfoundation.org.

Residential Services

Based on the level of assistance required, Family Health West offers several Residential Service options.

THE OAKS ASSISTED LIVING

We deliver 24-hour care within a safe, supportive and lifeenriching environment to individuals who don't require the full services of long-term care. Staff help identify and support each resident's passions, ensuring that every day has purpose. Individuals become members of a supportive community - allowing them to thrive and experience life to the fullest.

The Oaks offers 80 private rooms with a bathroom and shower.

THE WILLOWS SECURE ASSISTED LIVING

The Willows is a secured living community that provides a comfortable and safe environment allowing individuals with cognitive challenges, including dementia and Alzheimer's, to move about freely without restrictions. We provide individualized attention to meet resident needs through one-on-one interactions.

The Willows offers 24 large, private rooms with a bathroom and shower. All of our Residential Services are tobacco free and offer free scheduled transportation and on-site physician ordered physical therapy and laboratory services.

Call us at (970) 858-2140 to schedule your visit.

COURTYARD CARE CENTER NURSING HOME

For those in need of 24-hour nursing services, Courtyard Care Center offers a range of services including long-term care, respite and hospice services. We deliver high quality, individualized nursing care with compassion to meet the needs of each resident and their families.

Closed November 2018, successfully relocated 100% of all residents.



2018 BOARD OF TRUSTEES



M. Blaine Buck **CHAIR** Bighorn Consulting Engineers, LLC



Lindsay Gray VICE CHAIR Arbonne



Dustin Wells TREASURER Grand Valley Bank



Mark J. Francis PRESIDENT / CEO **SECRETARY** Family Health West



Lori Randall EXECUTIVE VP, COO, CNO Assistant Secretary Family Health West



EXECUTIVE STAFF

Korrey Klein, MD VP OF MEDICAL SERVICES, CMO



Diane Miller VICE PRESIDENT OF FINANCE, CHIEF FINANCIAL OFFICER



Michael Neste, MD CHIEF OF MEDICAL STAFF Colorado Canyons Hospital & Medical Center Radiology Director



Randy L. Brown, Esq. TRUSTEE Randy L. Brown, PC



Paul Burdett TRUSTEE Mays Concrete



Troy Griffiths, DPM **TRUSTEE** Balanced Rock Foot & Ankle



Jennifer Landini TRUSTEE Bank of the San Juans



Stacey Mascarenas COMMUNITY DEVELOPMENT ADMINISTRATOR



Jason Davis SUPPORT SERVICES ADMINISTRATOR



Vanessa McClellan, DO TRUSTEE Western Valley Family Practice



Errol Snider TRUSTEE



Larry D. Tice, M.D. TRUSTEE Retired

PATIENT:

Matthew Carson

HEALTHCARE TEAM:

Dr. Peter Scheffel, MD David Snover, PA Brandon Kiser, Therapist



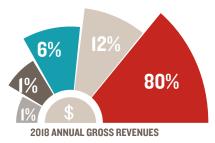
DETERMINED TO CHANGE

Matt, Firefighter

For 27 years Matt has served as a firefighter on the front lines protecting the lives and property of people in the community. As an avid mountain biker, on a beautiful October day Matt took on the challenge of biking one of his favorite Fruita trails. In a split second, his beautiful day took a dark turn, as he fell from his bike tearing his hamstring.

A few weeks after his injury he ended up in surgery with Family Health West's Orthopedic Surgeon and Sports Trauma Specialist, Dr. Peter Scheffel. "Dr. Scheffel genuinely cared, and he was going to get me back one way or another." Needing someone to help guide him back to health he said, "To have a doctor care that much who was emotionally invested [in my recovery] was important."

Today Matthew is doing much better and is still working towards his goal of a complete recovery. Matthew's accident changed his life in an instant. Looking back, he feels that "Everything happened for a reason." It is never easy to go through trauma and pain, but Matthew's attitude during his recovery kept him on track. "I tried to force the hand of my future, but when I put it in God's hands, it played out perfectly."

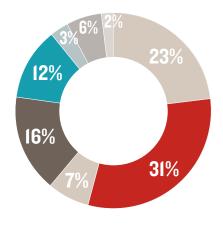


2018 Annual Gross Revenues

| ■ Billed for Patient Services | \$82,575,499 |
|------------------------------------|--------------|
| ■ Billed for Residential Services | \$6,211,982 |
| ■ Billed for Physician Services | \$12,521,764 |
| ■ Government Supplemental Payments | \$1,398,935 |
| ■ Received from Other Sources | \$837,611 |

TOTAL SOURCES

\$103,545,791



2018 Sources of Revenue

| Hospital Inpatient Care | \$23,970,503 |
|--------------------------|--------------|
| Surgeries and Procedures | \$32,317,328 |
| Emergency Department | \$6,773,845 |
| ■ Lab/X Ray/Therapies | \$16,355,061 |
| Physician Services | \$12,521,764 |
| Other Patient Services | \$3,158,762 |
| ■ Elder Care | \$6,211,982 |
| ■ Non Patient Revenue | \$2,236,546 |

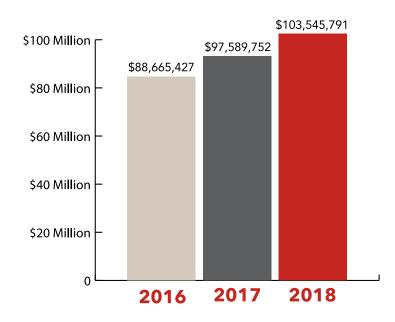
TOTAL REVENUE

\$103,545,791

2018 Cost to Provide Services



3 YEAR TREND:



2018 Summary Metrics:

| Operating Profit Margin | 2.73 |
|---|-------|
| Residential Beds | 141 |
| Physical, Occupational, and Speech Therapy $\mbox{.}$ | 84165 |
| Lab Tests | 63710 |
| Imaging Exams | 15398 |
| Emergency Room Visits | 4489 |
| Surgeries | 1150 |
| Inpatient Procedures | 7573 |
| Outpatient Procedures | 5041 |
| Patient days | 4973 |



Avery's Story

Family Health West's Pediatric Rehabilitation is a place where little miracles happen every day. On this particular day, Avery and her physical therapist, Marisa, played toss while Avery balanced on a Yoga half ball dome. To many, this might not be a difficult task, but to a young girl who has struggled with core body strength, balance, and vision challenges, it was a feat worthy of celebration.

Last year, Chelsea and her husband noticed that Avery had trouble writing and with a physician's recommendation she started physical and occupational therapy at Family Health West's Pediatric Rehabilitation. With evaluation, they found Avery lacked upper body core strength, gross

motor skills, and the fine motor skills necessary to play and write.

Marisa, Avery's physical therapist immediately started working with Avery to reinforce her strength, balance, and general abilities. Within a short time, Avery's parents saw their shy child blossom into a little girl with confidence, physical dexterity, and a new understanding of her capabilities. The additional occupational therapy has improved her writing as well. Now, she looks forward to tackling Kindergarten in the fall.

Avery still has other physical hurdles to overcome, but Chelsea feels confident that along with her dedicated medical professionals, they will address each challenge as it comes. "Avery is the bravest little girl I know," says her proud mama. And it is obvious that Avery's parents are her biggest fans.



WELCOME TO THE FAMILY

Western Valley Family Practice

Western Valley Family Practice – a well-known and established group of family medicine physicians - has joined the Family Health West healthcare system. The practice, still known as Western Valley Family Practice, currently consists of six physicians, three physician assistants and one nurse practitioner and will be expanding providers soon.

"We are excited to join the Family Health West family," said Dr. Kurtis Holmes, who has practiced at Western Valley since 1989. "We already provide vast and comprehensive services, and this union will just expand and provide more primary care, specialty care and cutting-edge treatments for thousands of existing and new patients. Considering the shortage of primary care physicians not only in the Grand Valley but nationwide, the timing couldn't be better."

"Today is an additional step forward in the carrying out of our health care mission of providing compassionate, cost-effective, high-value health care that enhances the quality of life in our community," says Family Health West President and CEO Mark J. Francis. "We have worked closely with Western Valley since the day they opened their doors in 1980 and we are thrilled to have them formally part of our family."

Conveniently located not only in Fruita at 281 N. Plum Street but also on the Redlands in Grand Junction at 2237 Redlands Parkway. The Redlands location will continue to provide 7-day a week after-hours physician services. Monday-Friday 5:30 pm-9:00 pm, Saturdays 10:00 am-3:00 pm, Sundays 10:00 am-2:00 pm.

DUKING IT OUT Rock Steady Boxing

Rock Steady Boxing (RSB) is a non-contact exercise program to fight back against Parkinson's disease. Workouts are designed with a boxer's regimen of functional movements in circuit based training with tough love and FUN! With forced intensity from our coaches, we are able to see greater improvements in symptoms compared to self paced exercise. We are learning every day that there are ways in which people with Parkinson's disease can enhance their quality of life and even build strength, flexibility and speed! By exercising with coaches who know the ropes, you can fight your way out of the corner and start to feel and function better.

HOW TO GET STARTED?

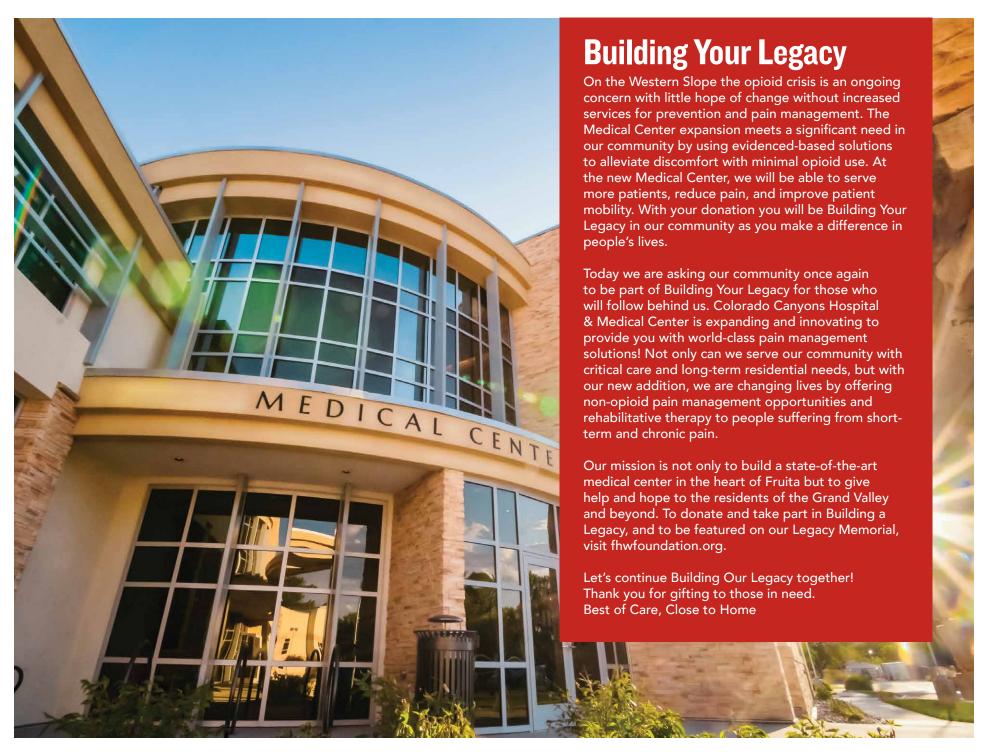
For safety, a pre-assessment must be completed and physician release form returned prior to each boxer's first class. Morning, afternoon, and evening classes available!

Contact our coaches to join us in our fight against Parkinson's! Kara Griffith, EP kgriffith@fhw.org or Summer Gienapp, EP sgienapp@fhw.org. Visit the program at www.rocksteadyboxing.org to learn more!

WELLNESS at Family Health West 551 Kokopelli Blvd, Suite J • Fruita, CO (970) 858-2502







FOLLOWING OUTPATIENT SERVICES Visit fhw.org or call (970) 858-3900 YOUR HOSPITAL OFFERS THE Adult Rehabilitation Outpatient Procedure Center Coagulation Management Respiratory Lab Emergency Department Wound Healing Center Pediatric Rehabilitation Did you Know? Infusion Center Wellness





