

2016 ANNUAL REPORT

Caring for our community since 1946

A Message from the President/CEO

Dear Friends,

Family Health West has been a vital part of our community since 1946 and has time after time fulfilled our mission of enhancing the lives of those we serve. As a non-profit health care organization, we are proud to provide the highest of quality health care services and are honored to have your support.

As we celebrated our 70th anniversary in 2016, we were mindful of our predecessors and the large impact this Fruita based Critical Access Hospital has had not only on the Lower Valley but the entire Grand Valley and beyond. This Annual Report is a reflection of our historical facilities, doctors, nurses, patients



and residents whose dedication, passion and inspiration live through the many lives we serve today.

In 2016, Family Health West focused on operational enhancements and strengthened efficiencies across our spectrum of care. We were and continue to be dedicated to providing quality, accessible, affordable care while increasing patient and resident satisfaction. The implementation of our Service Excellence Initiative strengthened these goals and has enhanced our passion to not only provide the best care possible but also to be the employer and hospital of choice.

Family Health West continues to expand our services and adapt to the challenges of evolving medical technologies, care practices, regulations and reimbursement models. Looking ahead, both the financial challenges and the opportunities for positive impact are great in a rapidly changing healthcare environment. In the midst of these changes, we remain committed to our mission providing the very best care to our patients, residents and their families.

I am proud to present to you this copy of Family Health West's 2016 Annual Report and honored by your continued trust.

In Good Health,

The Lower Valley Hospital Association Dba Family Health West

Mark J. Francis President/CEO





Over a half-century ago Family Health West began a legacy of serving lower valley families with quality home-town care. Today, they continue to expand to meet the growing health care needs of their community with a growing hospital and a culture of caring you'll find nowhere else.

As a 501 (c)(3) healthcare organization, staff members appreciate that those entrusted to their care receive uncompromised compassion and concern. They not only care for individual physical needs, but for the overall well-being of patients and their families. Patients and residents feel secure knowing that their needs can be met without the undue stress and anxiety of transferring to an unfamiliar place. Everything they need is right here. Close to home.

Family Health West remains the umbrella of many services designed to help with the community's healthcare needs. Physician specialties include neuro, obstetrics/gynecology, pain management, podiatry, orthpedics, and rheumatology.





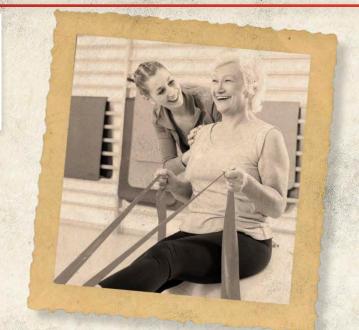
Colorado Canyons Hospital & Medical Center is a 16-bed Critical Access Hospital certified as a Level 4 Trauma Center, and the only Medicare swing bed facility in the Grand Valley. Our designation as a Critical Access Hospital—a rural hospital with 24/7 emergency care—allows us to focus on providing immediate treatment for illnesses and injuries, and offer full surgical services.

300 W. Ottley Ave. • Fruita



The Family Health West therapy department is one of the crown jewels of our organization. Our full-service therapy department treats patients from infancy through geriatric life stages. Our team is composed of occupational, physical, and speech therapists with a tremendous scope of specialties and backgrounds.

551 Kokopelli Blvd., Suite J. Fruita







The Access Clinic is staffed by professionals who specialize in family health care and are trained to diagnose and treat common family illnesses such as strep throat and infections of the ear, eye, sinus, bladder, and bronchial passages. Minor wounds, abrasions and joint sprains are also treated. Our Access Clinic offers sports physicals as well.

249 N. Plum St • Fruita



Physicians at the Colorado Canyons Hospital & Medical Center Outpatient Procedure Center focus on alleviating pain and restoring function. Dr. Kenneth Lewis of Western Rockies Interventional Pain Specialists, Dr. Ellen Price of Redrock Integrative Rehabilitation Medicine, and Dr. Larry Tice of Atlas Arch Neurosurgery offer a full spectrum of care in treating illnesses, conditions, and injuries that cause pain and limit function.

401 Kokopelli Blvd., Unit I • Fruita





Our rehabilitation team is committed to the kids in our community and beyond. Our occupational, physical, and speech therapists make going above and beyond for the patient their daily pursuit. They also give back to the community with seating and positioning clinics and volunteering with various camps to share their skills.

551 Kokopelli Blvd., Suite B • Fruita

Amelda Tompkins

Amelda Mock (Tompkins), a 1936 graduate of Fruita Union High School, married Ray Tompkins in 1937. Amelda and Ray both studied at Ross Business College. Amelda later earned a nursing degree and as a registered nurse she served as Operating Room Supervisor at Lower Valley Hospital during the 1970s. She retired from nursing in 1995. (Courtesy Elaine (Tompkins) Mason.) Story couresy of Steve & Denise Teight





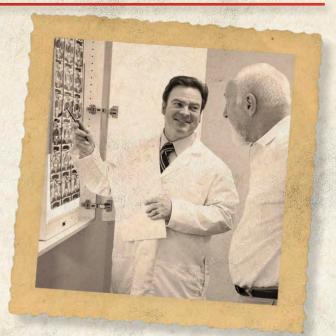


The Arthritis Center of Western Colorado specializes in complex rheumatologic diseases. Dr. Jessica Mears provides consultation, evaluation and treatment for a wide range of systemic diseases.

576 Kokopelli Blvd., Suite D • Fruita



Since 1979, Dr. Larry Tice has helped patients in western Colorado with many neurological disorders. Focusing on neck, spine and nerve problems, he welcomes all patients to his Atlas Arch Neurosurgery office in Kokopelli Medical Plaza.



401 Kokopelli Blvd., Unit I • Fruita



Balanced Rock Foot & Ankle

Dr. Troy Griffiths and Dr. Douglas Goforth at Balanced Rock Foot & Ankle specialize in the comprehensive treatment of all foot and ankle injuries and disorders.

Whether it's mechanical control with orthotics, reconstructive foot or ankle surgery, or treating minor problems such as toenail trouble, Dr. Griffiths and Dr. Goforth believe that if your feet are happy, you are happy.

551 Kokopelli Blvd., Suite H • Fruita



Dr. Ellen Price of Redrock Integrative Rehabilitation Medicine is board certified in physical medicine, rehabilitation, and pain medicine with additional training in acupuncture, occupational medicine, electrodiagnostics, and sports medicine.



401 Kokopelli Blvd., Unit I • Fruita



Nelle Evers"Night Owl"

Nelle was born December 1910 in Collbran, Colorado and lived on the Western Slope of Colorado all her life. After graduating from high school, she started school at Glade Park until her marriage to John Evers in 1933. John and Nelle raised six children and moved to a farm in the Loma area in 1947 to grow tomatoes and run a dairy.

Nelle's life took a turn in 1954, after her husband had a heart attack. John was no longer able to work on the farm so they sold up and moved to Fruita. Nelle went to Lower Valley Hospital and asked them for a job so she could pay the medical expenses. She started working in the housekeeping department and in 1955 she became a nurse's aide. She then trained at Mesa College and St. Mary's Hospital to become a Licensed Practical Nurse. Nelle's next goal was to become a Registered Nurse.

In 1962, Mesa College offered its first two-year RN course. Nelle applied but was turned down due to her age. The college thought that younger women would have longer careers, and therefore get a greater benefit from the degree. Nelle and her employers disagreed and appealed the decision, and Nelle was accepted into the program. At the age of 52, with four children still at home, and a full-time job on the night shift at the hospital, Nelle became a college student. In 1964, she became an RN, graduating at the top of her class. She continued working at Lower Valley Hospital (later renamed Family Health West) until she retired in April 1995 at the age of 84. She worked the overnight shift throughout her career, and was known as "Night Owl" to her colleagues. In 1988, she was named the Family Health West Employee of the Year. At the time of her retirement she was the charge nurse of the Alzheimer's Unit. She was also awarded the Ruth P. Wyper Service Excellence Award in for her years of dedication and service to the Lower Valley Hospital Association and the community of Fruita, an annual award her daughter, Kayren Evers Goss, inspired by her mother's example, won thirty years later in 2015. Nelle died in 2002. (Photo courtesy Yvonne Evers Peterson and Kayren Evers Goss.) Story couresy of Steve & Denise Height





The Oaks Assisted Living offers 70 private rooms in a loving, safe environment. Residents become members of a supportive community, allowing them to thrive and experience life at its fullest.

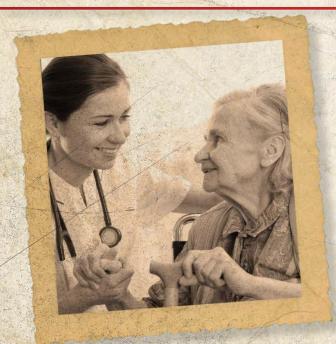
805 W. Ottley Ave. • Fruita



At The Willows, we provide a personal and familiar setting for individuals who don't require the full services of our nursing home. Our Secured Assisted Living residence is a protected community with 24 studio apartments for individuals with Alzheimer's, dementia, confusion, and related disorders.

243 N Cherry St. • Fruita







Courtyard Care Center nursing home delivers quality care with love, compassion, and concern for meeting the needs of each individual. The nursing home offers 70 private and semi-private rooms for their residents, and specialized Alzheimer's & dementia care using a social model.

228 N. Cherry St. • Fruita

BOARD OF TRUSTEES



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EXECUTIVE STAFF



Stacey Mascarenas Foundation and Marketing Director



Diane Miller Vice President of Finance, Chief Financial Officer



Kelly Murphy Vice President of Human Resources

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2016 Annual Gross Revenues

Billed for Patient Services\$68,506,085Billed for Residential Services8,277,534Billed for Physician Services8,935,595Other Operating Revenues2,010,642Received from Other Sources935,571TOTAL REVENUE\$88,665,427

REVENUES: 3-YEAR TREND



Billed for Residential Services - 9.34%

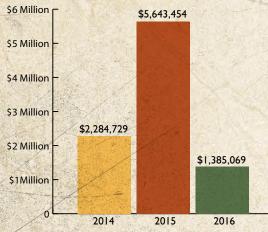
Billed for Physician Services - 10.08%

Billed for Patient Services - 77.26%

2016 Annual Use of Revenues

Paid to Employees	\$26,753,208
Paid to Suppliers and Vendors	16,146,298
To Fund Depreciation and Interest	6,000,780
TOTAL EXPENSES	\$48,900,286

NET ASSETS (SURPLUS) 3-YEAR TREND



To Fund Depreciation & Interest - 12.27%

Paid to Suppliers & Vendors - 33.02%

Paid to Employees - 54.71%

Received from Other Sources - 1.06%

Other Operating Revenue - 2.27%

2016 Annual Revenue From Services Provided

Surgeries and Procedures	1034
Emergency Department	5678
Imaging Exams	15013
Lab Tests	59356
Residental Beds	166
Physical, Occupational, & Speech Therapy	45942

Lab Tests - 46.67%

Imaging Exams -11.8%

Emergency Department - 4.46%

Surgeries & Procedures 0.81%

Residental Beds - 0.13%

Therapies - 36.12%

Our Mission:

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

		Medicare - 43.24%
	ø	Other - 2.2%
2015 Annual Hospital Re	evenue By	Other Government
Payer		Payers - 0.99%
Medicare	\$29,620,086	Self-Pay - 2.65%
Commercial Insurers	12,877,698	
Medicaid	5,557,080	
Medicare Managed Care	16,452,841	
Self-Pay	1,816,053	
Other Government Payers	678,352	
Other	1,503,975	
TOTAL REVENUE	\$68,506,085	Medicare Managed Care - 24.02%

Medicaid - 8.11%

Commercial Insurers - 18.8%

Our Vision

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

Family Health West Foundation

The mission of the Family Health West Foundation is to provide sustainable funding to ensure the organization's ability to continuously provide low cost comprehensive healthcare services to our community.

The Family Health West Foundation generates long-term philanthropic support, applying resources to specific areas of need, which donors can designate. As a non-profit organization, Family Health West relies on the community support to provide individuals of any age and from all walks of life access to high quality health care through a broad range of service facilities.

Family Health West has remained on the leading edge of rural healthcare services for over 70 years. The original 20 bed hospital was the result of a community effort to provide health care for residents of rural Mesa County.

To make a contribution to the Family Health West Foundation or for more information, please contact Stacey Mascarenas, Community Development Director at 970-858-2170 or smascarenas@fhw.org.

Foundation Board: Bill Byers - Chair, Kim Lewis - Vice Chair, Dustin Wells - Secretary/Treasurer, Diane Dill, MD, Debb Francis, Jeff Freeland, Lindsay Gray, Jerry Hamilton, Mark J.Francis, Stacey Mascarenas - Director

The Drifters April 2016

