



1999/2000

*Annual Report*



**Banner Health System**

*New directions in healthcare*

## Table of Contents

1	Chairman's Letter
2	Defining New Directions in Healthcare
10	Leadership
11	Tribute to Jim Crews
12	1999/2000 Profile
13	Communities
14	Banner Health Arizona
18	Banner Health West:
18	Banner Health Black Hills
20	Banner Health Colorado
22	Banner Health Northern Network
24	Free-Standing Locations
28	Financial Summary

## *Our Mission*

Our mission is to serve the health needs of communities both large and small across the nation in the nonprofit tradition. We do this by excelling in clinical care, quality service, financial stewardship and the creation of work environments where people can realize their full potential. Our success in these areas will grow the organization for the benefit of the communities we serve and the people of Banner Health System.

## *Our Vision*

Banner Health System will be the nation's healthcare leader, setting the standard for excellence and innovation. Our combination of organizational strength and healthcare leadership will be a magnet for others to join us in shaping the future of the industry.

## *Chairman's Letter*

Banner Health System is a new organization, with a new vision for the future. Yet it retains the underlying strengths that sustained Lutheran Health Systems and Samaritan Health System for many decades. We are still focused on people, excellence, integrity and community partnership. Lutheran's history of commitment to rural communities and Samaritan's urban focus broadens our delivery systems and strengthens our voice among health-care decision makers. Joining 24,500 people in 14 states applies more talent and resources to our historical mission of serving communities in the nonprofit tradition.

But it's just the beginning. We want to form strategic partnerships with others who share our view of the future—biotechnology and pharmaceutical firms, as well as other companies that are redefining the way we prevent, diagnose and treat disease. Other potential partners are technology companies that are creating entirely new ways of sharing information between patients and caregivers, and between providers and payers.

If we are going to make Banner Health System something more than just the sum of two organizations we must leverage our strengths and create a single organization that others will want to join. The extent of integration achieved during the past year has exceeded my expectations. I attribute our success to a sense of shared mission, values and commitment to building value for our "shareholders," the communities we serve. This proven ability to combine organizational strengths and leadership will attract others who share our vision of helping to define a new future for the industry.

More than ever, I am honored to be part of this.



**Steven R. Orr**  
Chairman, President and CEO





Modern medicine shares floor time with a Navajo medicine woman as part of Page (Ariz.) Hospital's commitment to providing a comprehensive healing environment.

## *Defining New Directions in Healthcare*

**new** - *adjective* - recent, modern; a beginning  
**direction(s)** - *noun* - a guiding, governing or motivating purpose

### **Our Care Services**

- Hospitals
- Nursing Homes & Skilled Nursing Units
- Behavioral Health
- Primary Care Clinics
- Home Health
- Hospice
- Wellness & Prevention Programs
- Home Medical Equipment
- Occupational Medicine
- Pharmacies
- Laboratory Services
- Assisted Living/Senior Housing

### **Specialty Centers**

- Adolescent Treatment
- Advanced Diagnostic Imaging
- Bone Marrow Transplantation
- Burn Treatment
- Cancer Care
- Cardiac Care
- Children with Special Needs
- Medical Research
- Outpatient Surgery
- Orthopedics
- Rehabilitation
- Trauma Care
- Urgent Care
- Women's Services

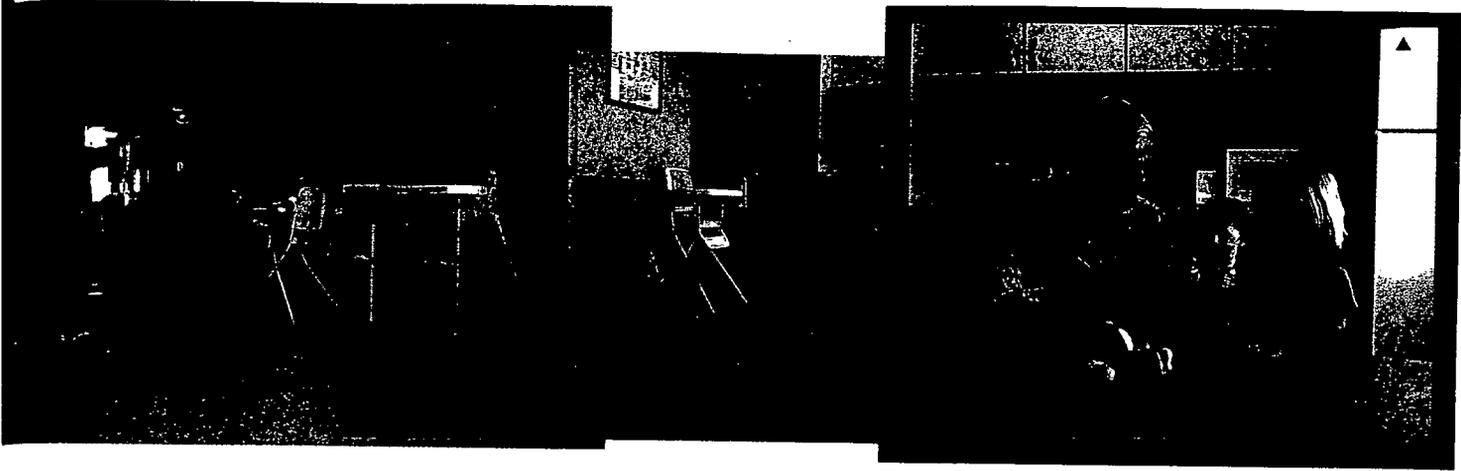
### **Building a Strong Foundation**

The foundation of Banner Health System rests on a rock-solid commitment to the long-held nonprofit and community-focused mission of our founding partners: Phoenix-based Samaritan Health System and Lutheran Health Systems, Fargo, N.D. On this foundation we are building a new and significant national healthcare presence.

United as Banner in September 1999, we represent one of the largest, nonprofit healthcare systems in the United States. Banner came together for strategic reasons, allowing Lutheran and Samaritan to combine resources, provide opportunities for expansion and ensure long-term viability.

The architects of this new organization agreed on a structure to reinforce the organization's stability and purpose:

- First and foremost, Banner will continue to preserve Samaritan's and Lutheran's long-held missions of serving large and small communities. Since 1938, Lutheran was a leader in rural healthcare management across the country. From roots established in 1911, Samaritan grew into the largest healthcare system in Arizona.
- The new 15-member Board of Directors was drawn from the former board members of Lutheran and Samaritan, plus an outside member. By structuring Banner as an acquisition of Samaritan assets by Lutheran, the new board oversees a union that cannot be dissolved.
- Leadership was clearly defined, with Lutheran's Chairman, President and CEO Steve Orr serving in the same roles for the system overall, and Samaritan's President and CEO Jim Crews heading the new Arizona division.



- All Banner locations will share a standard approach to strategic planning that guides decision making and resources by looking ahead over 12 quarters. This is driven by the corporate board's planning process and the Banner Guiding Principles.
- Banner leadership is committed to growing our national, nonprofit healthcare system.

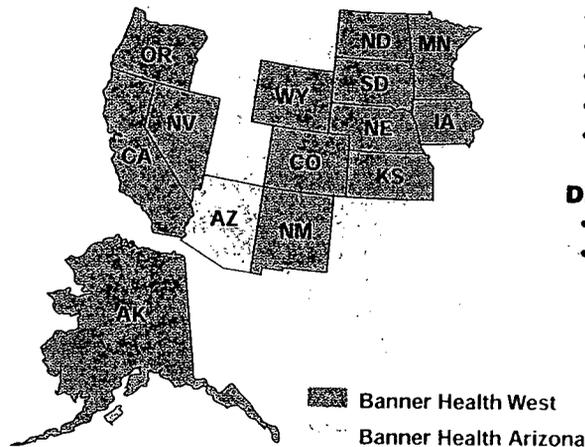
### Where We Are

Uniting the strong healthcare management expertise from our rural and urban settings provides a base of knowledge that will offer a wider breadth of services to all the communities we serve. Integrated leadership teams share corporate responsibilities between the Phoenix and Fargo offices. A smaller third office is planned in Colorado to serve as the corporate headquarters, and also as meeting space and a learning center for groups from around the system. Banner Health System encompasses two main operating divisions; Banner Health Arizona and Banner Health West.

#### Banner Health Arizona

combines the former Lutheran and Samaritan locations from throughout the state, resulting in an expanded yet more efficient service delivery model. The division, one of the largest non-government employers in Arizona, is guided by a 21-member local operating board.

**Banner Health West** comprises the former Lutheran locations in 13 states. These operations include all free-standing facilities plus three regional networks; Banner Health Black Hills, Banner Health Colorado and Banner Health Northern Network.



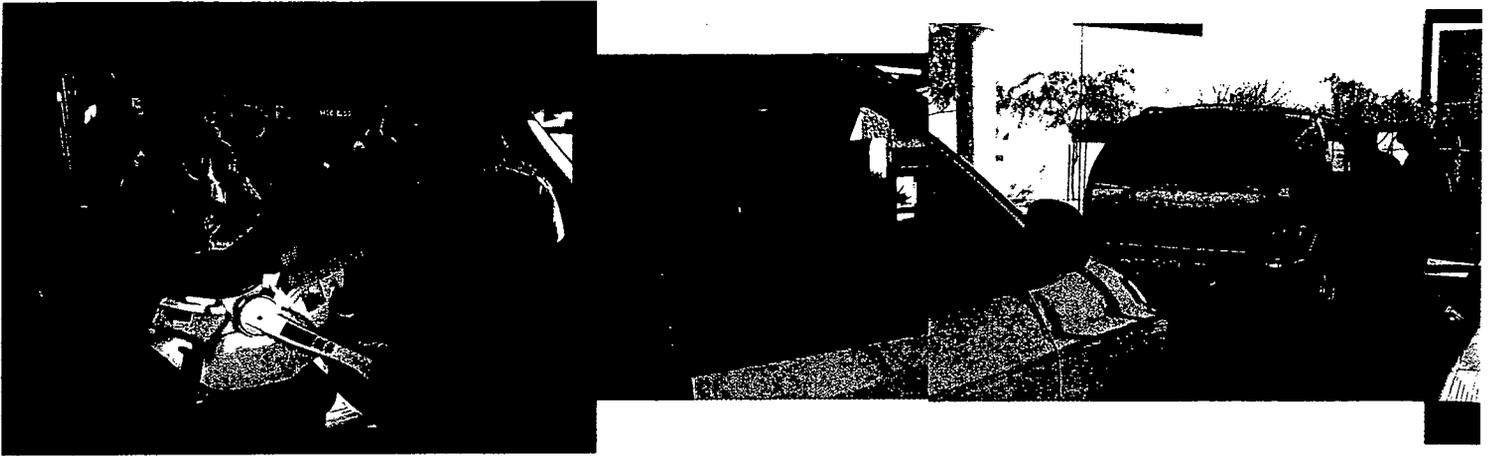
Efforts to create positive healing environments extend from acute care to long-term care. The Banner hospital and nursing home in Torrington, Wyo., are joined by a corridor which also houses a children's daycare for employees. The Goshen Care Center residents are frequent visitors.

#### Our Scope

- More than 60 communities in 14 states
- 24,500 Employees
- 5,424 Beds
- 30 Hospitals
- 30 Nursing Homes/Skilled Nursing Units

#### Divisions

- Banner Health Arizona
- Banner Health West  
The West Division includes free-standing locations and these networks:
  - Banner Health Black Hills
  - Banner Health Colorado
  - Banner Health Northern Network



Banner's community service includes safety efforts like the infant car seat program in Phoenix.

## **A New Brand of Healthcare**

Our new name, developed by an internal team, symbolizes the union of two strong organizations with compatible missions and values under the same banner of leadership and excellence.

While keeping their local facility names, Banner locations are adopting the new logo and other identity pieces in ways that more closely associate them with either a Banner network, division or the overall system. The symbol, which was also created internally, is designed to appear as a banner waving into the shape of a heart, reflecting our mission of caring.



## *Commitment to Quality*

Banner services in 40 communities are accredited by the Joint Commission on Accreditation of Healthcare Organizations.

## **Defining, Improving Quality of Care**

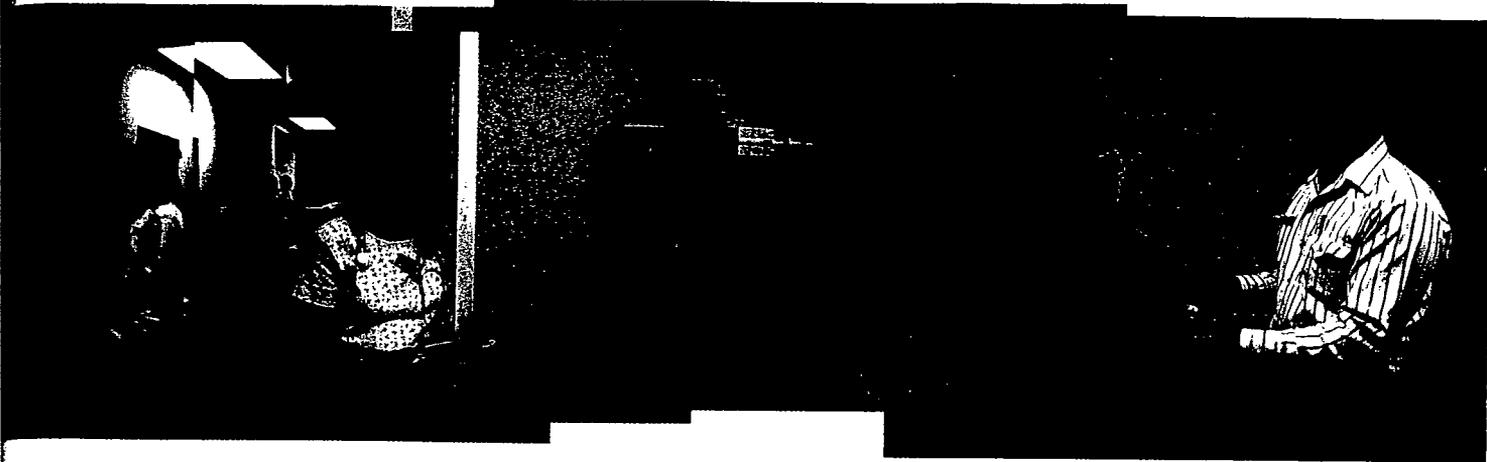
Before our partnership, both Samaritan and Lutheran had quality improvement programs and monitoring systems in place to ensure and improve quality and efficiency of care. Together, we are integrating these programs and defining a common set of indicators.

A clinical information technology team has formed to look for ways to leverage existing tools, for example, capitalizing on the former Samaritan's experience with an automated system for dispensing pharmaceuticals and supplies. Another example is increasing system-wide emphasis on service excellence.

Banner's board of directors has established a committee on Quality and Clinical Innovation to further integrate practices essential to providing total care.

## **One Organization, One Planning Process**

Good planning contributes to balanced and predictable financial results that help ensure continued access to affordable financing and create a stable work environment. The Board of Directors use Banner's Guiding Principles to drive a standard approach to strategic planning across the system. This integrated approach to planning strengthens our ability to identify and implement system-wide priorities and solutions, as well as to predict and meet community needs within budget. The operating plans generate assumptions 12 quarters into the future and are revisited every quarter. Use of the same planning tool by all locations is moving integration forward at a rapid pace.



## **Initiatives Focus Resources, Foster Integration**

Strategic initiative teams bring together people who represent diverse disciplines to address both near-term critical issues and long-range issues important to Banner's future success. Like 12-quarter planning, the initiatives reflect our Guiding Principles. Strategy development efforts that support the system-wide initiatives are also taking place at the divisional, network and local levels.

Specific outcome goals and measures set by the Banner Health System Board of Directors for 2000 include the following:

### **Biotechnology**

- Identify biotechnology breakthroughs and the implications for Banner.
- Expand the scope of The Rose Project, Banner's breast cancer genetic screening and education program.

### **Workforce**

- Create system-wide solutions for "growing our own" employees to meet changing workforce needs.
- Develop innovative means of finding and recruiting qualified staff, including an international approach.

### **Governance/Management**

- Strengthen the strategic planning process throughout the organization, tying outcomes to the organization's Guiding Principles, mission, vision, values and other system-wide priorities.
- Integrate Banner's financial strategies and other functions across the system.

### **Growth**

- Develop a community model for revenue growth through new programs and services.

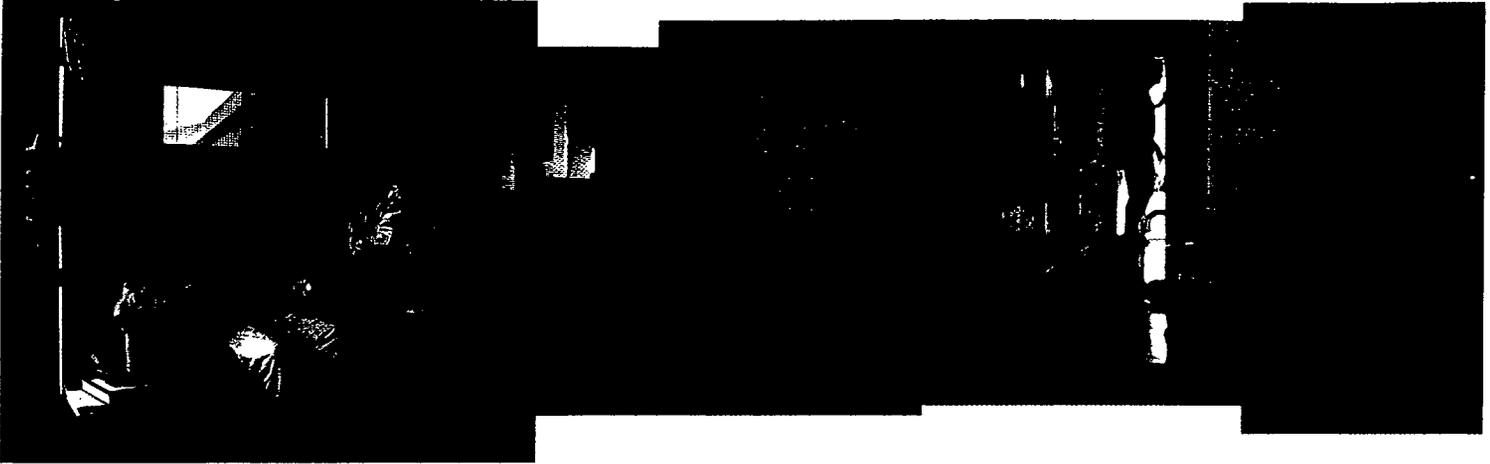
### **Delivery Model**

- Integrate management teams and healthcare services in the Phoenix market.
- Develop programs, services and facilities responsive to growing community needs.

McKee Medical Center was instrumental in establishing a community clinic and dental office in Loveland, Colo., that serves more than 7,200 patients a year.

## *Guiding Principles*

- Leverage the System
- Maximize Assets
- Make the Vision = Reality
- Common Focus for Individuals and the Organization
- Concentrate on What Truly Makes a Difference



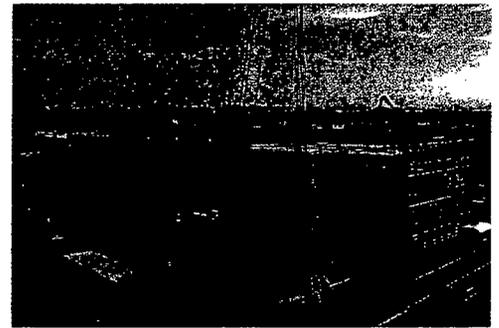
Combining Lutheran and Samaritan under one banner in the Phoenix metro area expands community access to their respective areas of expertise, notably home care services and behavioral health programs. Above, Stacey Stevens is “eating for three” through home infusion nutrition. (She and her husband Scott are expecting twins.)

### **Building Value for Communities**

Banner remains a nonprofit organization—our “shareholders” are the communities we serve. The partnership is already reaping benefits for the organization, communities and employees.

Community benefits are especially apparent in the Phoenix-area market. Combining clinical services and sharing resources will enable Banner Health Arizona to place the appropriate services where they are needed while avoiding the underutilization of expensive technologies and facilities.

For example, the former Lutheran’s strong home care and hospice programs are expanding to patients in the former Samaritan service areas. Likewise, Samaritan behavioral health services are becoming more accessible to patients of the Lutheran hospitals in the East Valley region.



In 2000, total capital projects for facility improvements, new construction and equipment purchases will reach **\$211,771,000**.

Both systems were planning new healthcare facilities in the Phoenix suburb of Gilbert, Ariz. Banner is now planning a single presence there.

Banner is also the major partner in a new cardiac hospital being completed on the campus of Valley Lutheran Hospital. Elsewhere in the system, Banner is planning a new community hospital for the city of Susanville, Calif., with groundbreaking expected to occur in the spring of 2001.

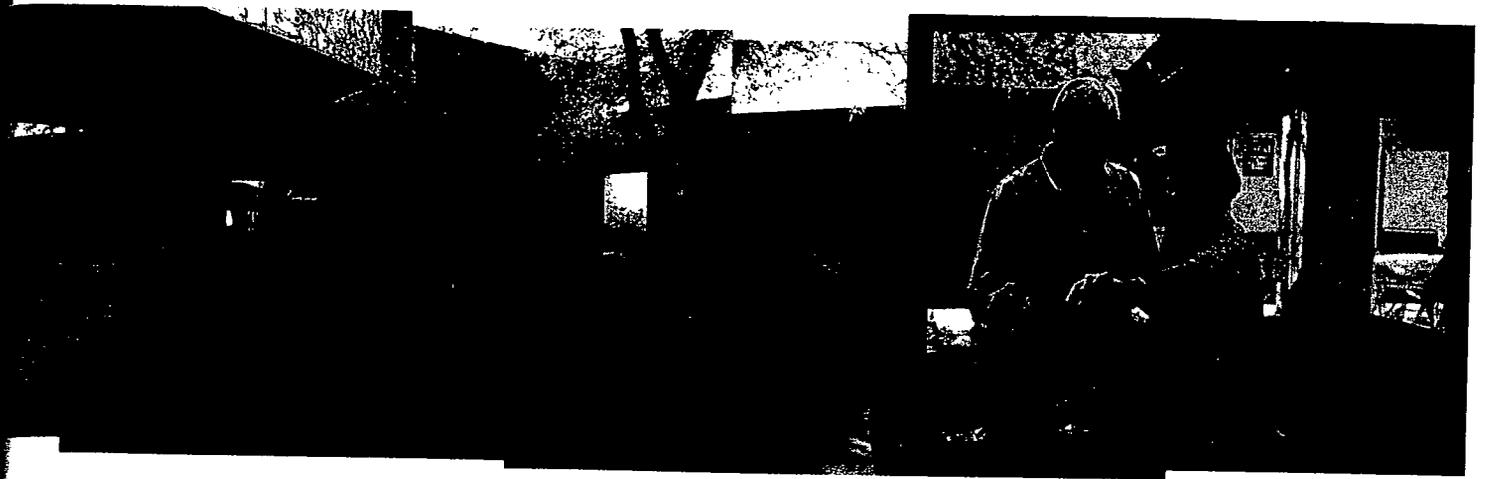
The combined investment capital and financial expertise represented by Banner allows us to explore new financing options. With increased access to capital, funding for clinical services, new equipment and facility improvements is substantially enhanced.

## *Giving Back*

Banner charity care and community service in 1999 exceeded **\$47,415,000**.

### **Building Value for Employees**

Banner Health System is rich in expertise and diversity. By joining forces, Banner employees are presented with new opportunities. They can transfer to another Banner facility and, whether it is across town or across the country, they retain benefits and seniority.



Sharing the wealth of expertise these 24,500 people represent can improve quality across the system and provide opportunities for implementing best practices.

One major way that Banner is leveraging employee knowledge and creativity is through the President's Grant program, which provides funding for innovative employee ideas and programs that can be shared systemwide. An emphasis on leadership development, teamwork, continuous learning and innovation extends across all Banner locations.

Human resources staff are working together to design a new, integrated benefits program for 2001. This will give Banner employees greater control over how to "spend" their benefits according to their individual and family needs. For example, an employee may elect more health coverage and less life insurance.

With our increase in size, Banner can now offer employees group discounts for several types of insurance. Samaritan and Lutheran's 401(k) retirement plans are being combined to give all employees a wide range of investment choices.

### **Banner's Benefit of Scale**

Several hundred thousand dollars in pharmaceutical costs have already been saved in Arizona by leveraging our best practices in contract management. With an expanded array of facilities and services, Banner is now more attractive as a managed care provider. Considerable savings were achieved by consolidating state association membership fees. Insurance and risk management staff are consolidating Banner's insurance programs, resulting in greater coverage for the premium dollar.

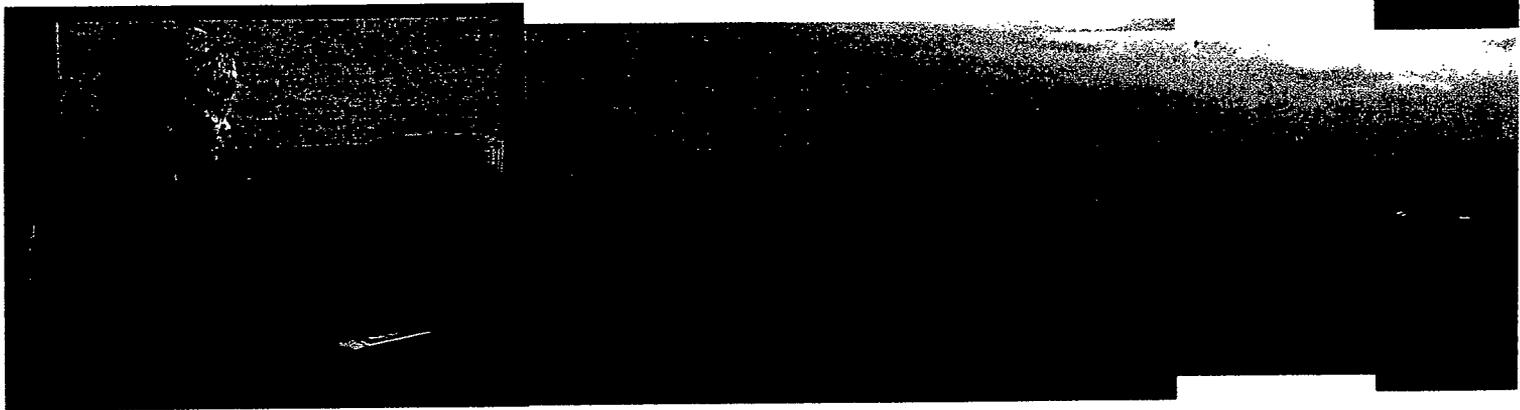
A decision will be made in 2000 to consolidate and maximize Banner's group purchasing strength, which amounts to more than \$250 million a year in supplies alone. Our increased purchasing power is expected to reduce ongoing supply costs across all Banner locations. Additional opportunities for savings are being developed by integration teams across the system.



Samaritan Behavioral Health Center—Scottsdale offers homelike surroundings for people with Alzheimer's disease.

### *Saving Up*

Banner has more than 17,000 employee participants in our 401(k) retirement programs, representing **\$404,000,000** in combined retirement fund strength.



With locations in communities across 14 states, shared information technology tools keep employees across the system only a mouse click apart.

### **Making Health e-Technology Connections**

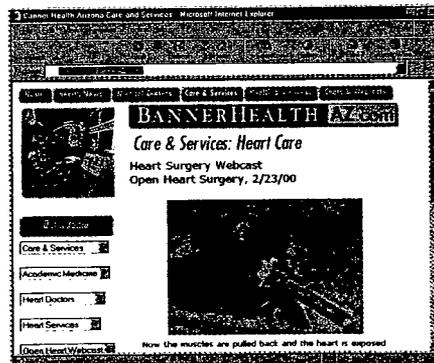
Information technology staff are standardizing and integrating Banner's computer network infrastructures. E-mail is already established across our network of more than 8,000 personal computers. Banner's internal intranets are in the process of becoming fully integrated, providing employees with access to a wide range of online resources.

A technology steering committee evaluates existing applications for areas such as human resources/payroll, patient accounting, materials management and electronic patient records, and approves integrated information technology standards.

### **Wiring for the Web**

Banner's Internet efforts are aligned with our goal of being the provider people turn to for coordinated, accessible and comprehensive healthcare services and information.

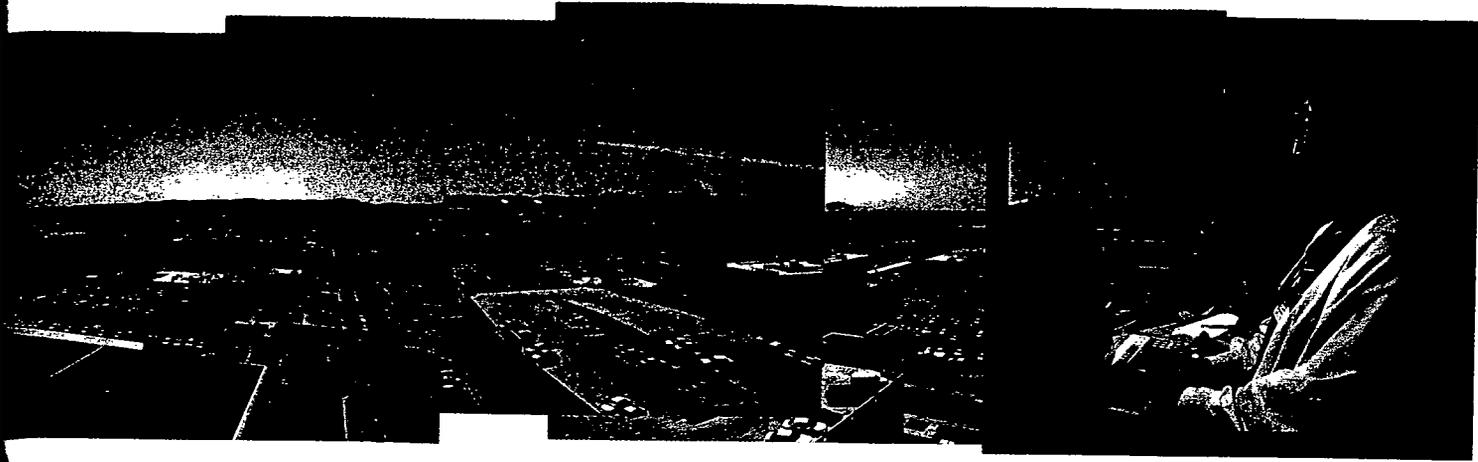
The short-term goals for Banner Internet development focus on site content and integration of web strategies across the system. The long-term goals are to build e-business applications and interactivity that promote Banner sites, strengthen existing relationships and drive entirely new e-business opportunities. This will ultimately increase interaction with consumers who access our health services, as well as lower operating costs and improve productivity.



Banner Health Arizona's web site draws 8,000 unique users a month and was the first in the state to broadcast a live open-heart surgery webcast.

### **www.BannerHealthAZ.com**

Banner's web site was the first in Arizona to broadcast an open-heart surgery in progress and to feature local physician-led chat programs. The site is building the Banner brand as the leading local resource for health information. Banner Health Arizona partners with Cox Interactive Media to generate and sponsor healthcare content for AccessArizona.com, the premier Phoenix Internet portal.



**www.BannerHealth.com**

Banner Health System's Internet home page has overviews on each location, with links to local web sites and system-wide recruitment information. Banner Health West has introduced a web template process that allows facilities to easily build custom web sites promoting local programs and services. Our Colorado web site, BannerHealthCO.com, links up two major pilot projects: A co-branding arrangement with Healtheon/WebMD provides consumer health information, and an e-commerce site, developed by Banner Health West staff, offers home medical equipment and health supplies.

Two of the more than 10,000 Banner e-mail users illustrate how technology creates ties across the miles. At far left is Jean Harms, Belle Fourche (S.D.) Health Care Center. Directly above is Heather Newsum, Good Samaritan Regional Medical Center, Phoenix.

**A New Definition of Growth**

Banner's multimarket diversity and size amplifies our national voice and strengthens our ability to achieve our vision of joining with other health-related organizations that share our view of the future.

Our potential future partners are not limited to traditional healthcare systems. They could be biotechnology, information/intranet technology or medical technology companies—organizations that are transforming the way diseases are diagnosed, treated and, ultimately, prevented.

In this Internet age, we will have the ability to share ideas throughout our organization and provide information to people in our communities in brand new ways.

The future we are defining for Banner Health System reflects the values that made Samaritan and Lutheran successful for more than half a century.

Our values will remain the foundation for future relationships that fulfill our vision of becoming a national healthcare leader, one that sets the standard for excellence and innovation.

*Our Values*

**Compassion**

We serve with caring and respect to maintain the dignity and enhance the well-being of each person.

**Integrity**

We are honest and ethical in all that we do and say.

**Emphasis on People**

We value all people as individuals and strive to meet their needs.

**Community Partnership**

We participate with communities to build successful healthcare partnerships.

**Excellence**

We work to achieve excellence across all areas of our organization.

# Leadership

## Board of Directors

### Front Row

**Quentin P. Smith, Jr.**  
Chairman, President & CEO,  
Employee Solutions, Inc.,  
Phoenix, AZ

**Susan Bartlett Foote, Esq.**  
Associate Professor &  
Division Head of the Health  
Services Research and  
Policy Division/School of  
Public Health,  
University of Minnesota,  
Minneapolis, MN

**Steven R. Orr**  
Chairman, President & CEO,  
Banner Health System,  
Fargo, ND & Phoenix, AZ

### Back Row

**Wilford A. Cardon**  
CEO & Owner,  
Cardon Companies,  
Mesa, AZ

**Ronald J. Creasman, M.D.**  
Physician/Managing Partner  
of Desert Pulmonary  
Consultants PLC,  
Mesa, AZ

**Mark N. Sklar**  
Managing Director,  
DMB Associates, Inc.,  
Scottsdale, AZ

**Rev. James R. Bjorge**  
Retired Senior Pastor,  
First Lutheran Church,  
Fargo, ND



### Front Row

**William M. Dwyer**  
Divisional Vice President,  
Strategic Marketing,  
Abbott Health Systems  
Division,  
Abbott Laboratories,  
Abbott Park, IL

**Larry S. Lazarus, Esq.**  
Attorney,  
Lazarus & Associates,  
Phoenix, AZ

**Barry A. Hendin, M.D.**  
Physician,  
Phoenix Neurological  
Associates,  
Phoenix, AZ

**Merlin E. Dewing**  
Founder of Dewing Financial  
Services LLC, Retired Partner  
& Chairman of KPMG  
Baymark LLC,  
Shorewood, MN

### Back Row

**Thomas F. Madison**  
President & CEO,  
MLM Partners,  
Minneapolis, MN

**Martin L. Shultz**  
Vice President of Government  
Relations, Pinnacle West  
Capital Corporation,  
Phoenix, AZ

**Richard N. Hall**  
Managing Partner,  
Sundance Products LLC,  
Fountain Hills, AZ

**Michael J. Frick**  
Partner/CPA,  
Kennedy & Coe LLC,  
Greeley, CO



## Principal Corporate Officers

### Front Row

**Steven R. Orr**  
Chairman, President & CEO

**Ronald R. Bunnell**  
Executive Vice President  
CFO

**Charles H. Welliver**  
CEO  
Banner Health Arizona

### Back Row

**David M. Bixby, Esq.**  
Executive Vice President  
General Counsel

**Craig J. Broman**  
Executive Vice President/CEO  
Banner Health West



# *The Opportunity to Make a Difference*

Jim Crews, CEO of the former Samaritan Health System for nearly a decade and of Banner Health Arizona since its inception in September 1999, retired on May 1, 2000, after a 36-year healthcare career. During his tenure, Jim often said that what was important to him was the opportunity to “make a difference.” Under his caring influence, the ties binding our system to our communities are growing ever stronger. Because of his example and guidance, community service is an ongoing value and commitment at all levels of Banner Health Arizona.

*“Jim’s legacy includes his ability to bring disparate hospitals together as a system and to instill integrity into that system. He’s full of integrity, so when he tells you something, you know that’s the way it is.”*

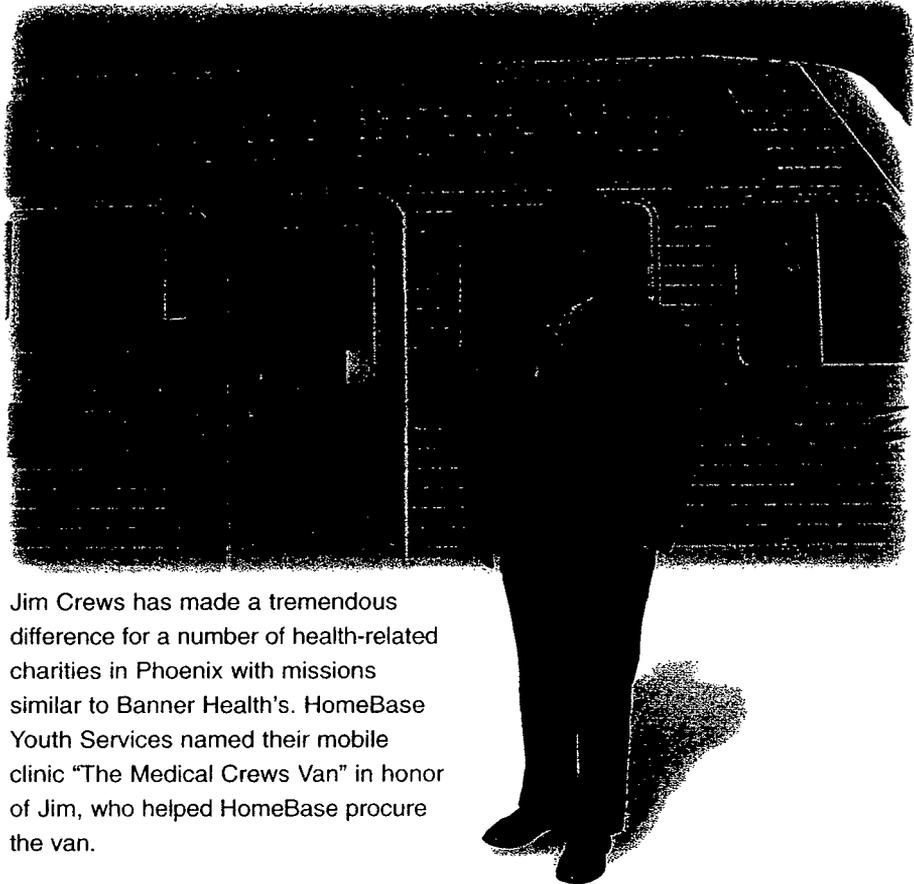
**Wilford A. Cardon**  
Vice Chairman of the Board  
Banner Health System

*“He has been a real visionary, and he does the right thing for the right reasons.”*

**Martin Shultz**  
Board Member  
Banner Health System

*“In a not-for-profit, the communities you serve are your ‘shareholders.’ Jim helped the board understand that, and the community is better served as a result.”*

**Mark Sklar**  
Board Member  
Banner Health System



Jim Crews has made a tremendous difference for a number of health-related charities in Phoenix with missions similar to Banner Health’s. HomeBase Youth Services named their mobile clinic “The Medical Crews Van” in honor of Jim, who helped HomeBase procure the van.

*“When Jim came to Arizona he immediately got involved in the community. His contributions to St. Vincent de Paul Free Clinic and other medical programs for the poor have made a true and lasting difference in our community.”*

**The Honorable Jane Dee Hull**  
Governor of Arizona

*“It was Jim’s persistence that brought strength to Samaritan and his vision that brought us [Banner Health System] together.”*

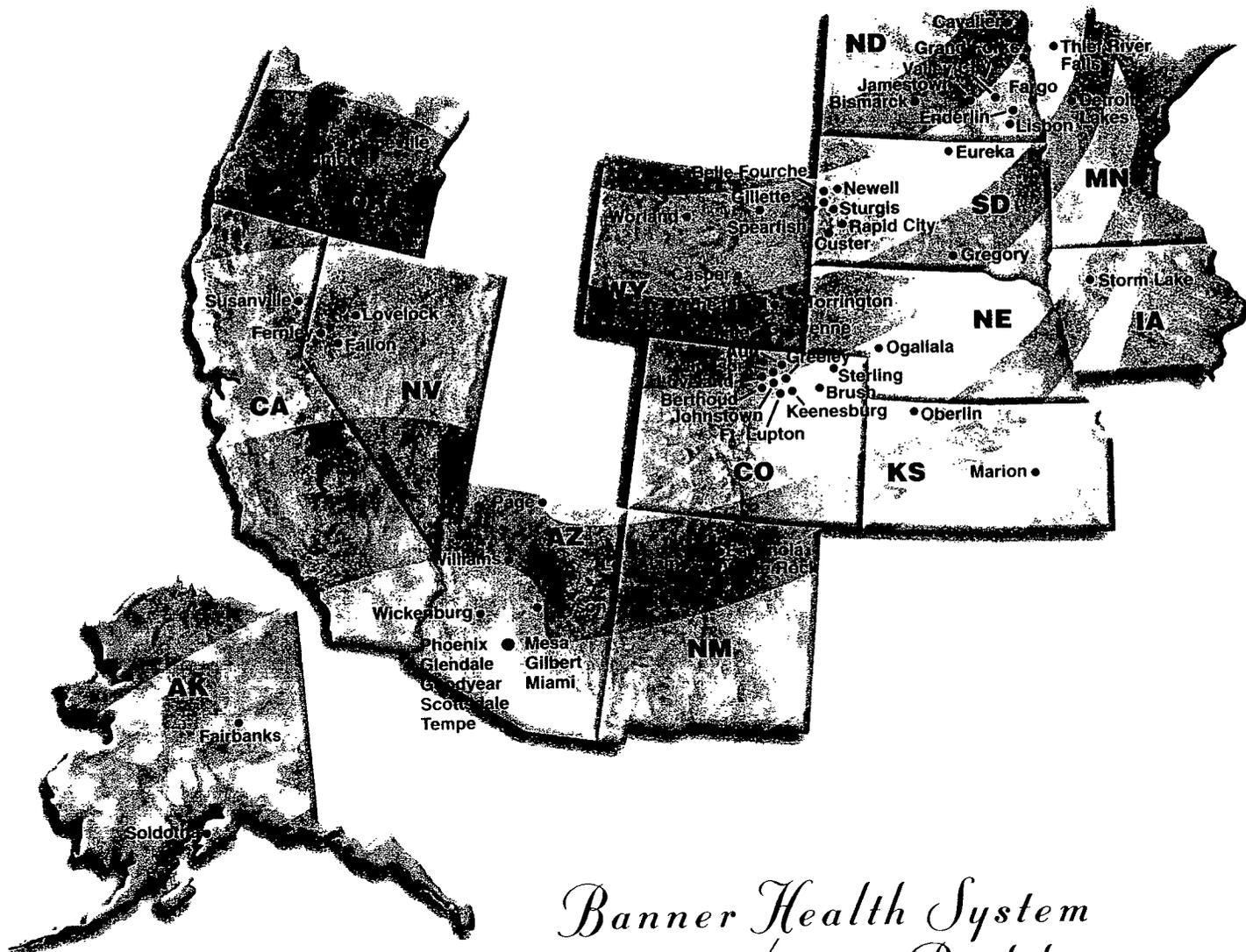
**Steven R. Orr**  
Chairman, President & CEO  
Banner Health System

*“He considers the way things could be rather than how they are, but he balances that vision with a real understanding of healthcare on a day-to-day basis. He is a visionary.”*

**Larry Lazarus**  
Board Member  
Banner Health System

*“We [Banner Health Arizona] are where we are today because Jim insisted that we work as a system. His ability to create and lead a team has given us strength.”*

**Charles Welliver**  
Chief Executive Officer  
Banner Health Arizona



## *Banner Health System 1999/2000 Profile*

### **1999 Year-end Operating Statistics for Banner Owned, Leased and Managed Locations**

154,805	Admissions (Acute, Behavioral, Skilled Nursing)
952,013	Outpatient Visits (Excluding ER)
437,203	Emergency Room Visits
319,326	Home Care Visits
92%	Long-Term Care Average Occupancy

### **2000 Statistics (as of May 2000)**

24,500	Employees
4,873	Medical Staff Membership
6,746	Volunteers
30	Hospitals
30	Nursing Homes/Skilled Nursing Units
5,424	Beds (Acute, Rehab, Behavioral, Skilled/Long-Term Care)
25	Home Care Agencies
26	Home Medical Equipment Locations
14	States

## Banner Health Arizona

All locations in Arizona, combining former Samaritan and Lutheran facilities.

### ARIZONA

#### Gilbert

Banner Home Care, Hospice, HME,  
Home Infusion  
Gilbert Pediatrics

#### Glendale

Banner Home Care  
Thunderbird Samaritan Medical Center

#### Goodyear

Estrella Mountain Medical Center

#### Mesa

Allied Family Care  
Desert Samaritan Medical Center  
Lutheran Physician Hospital Organization  
Lutheran Urgent Care  
Mesa Lutheran Hospital  
Valley Lutheran Hospital

#### Miami

Banner Home Care, Hospice

#### Page

Page Hospital

#### Payson

Samaritan Family Health Center

#### Phoenix

Desert Samaritan Urgent Care  
Entech, Inc.  
Good Samaritan Regional Medical Center/  
Good Samaritan Care Center  
Samaritan Occupational Health Services  
Samaritan PrimeCare Network

#### Scottsdale

Samaritan Behavioral Health Center/  
Wendy Paine O'Brien Treatment Center

#### Tempe

#### CONTACT

Sonora Quest Laboratories/Laboratory  
Sciences of Arizona

#### Wickenburg

Wickenburg Regional Medical Center,  
Clinic

#### Williams

Williams Health Care Center

## Corporate Offices

### Banner Health System

### Banner Health West

4310 17th Ave. S.W.

Fargo, ND 58103

(701) 277-7500, (800) 767-7429

### Banner Health System

### Banner Health Arizona

1441 N. 12th St.

Phoenix, AZ 85006

(602) 495-4000

## Banner Health West

All locations across 13 states that were formerly Lutheran facilities.  
(HME = Home Medical Equipment)

### Banner Health Black Hills

#### SOUTH DAKOTA

##### Belle Fourche

Belle Fourche Health Care Center, Clinic,  
Banner Home Care

##### Custer

Colonial Manor

##### Rapid City

Mersco Medical HME

##### Spearfish

David M. Dorsett Health Care Facility  
Lookout Memorial Hospital, Clinic,  
Banner Home Care, Hospice  
Mersco Medical HME

##### Sturgis

Sturgis Community Health Care Center, Clinic,  
Banner Home Care, Mersco Medical HME

##### Free-Standing Clinic

Newell, SD

#### WYOMING

##### Gillette

Pioneer Manor

### Banner Health Colorado

#### COLORADO

##### Brush

East Morgan County Hospital, Clinic,  
Banner Home Care

##### Greeley

North Colorado Medical Center, Clinics,  
Banner Home Care, HME, Home Infusion

##### Loveland

McKee Medical Center, Clinics,  
Banner Home Care, HME

##### Sterling

Sterling Regional MedCenter, Clinic,  
Banner Home Care, HME

##### Free-Standing Clinics

Ault, Berthoud, Ft. Lupton, Johnstown,  
Keenesburg and Windsor, CO

### Banner Health Northern Network

#### NORTH DAKOTA

##### Bismarck

MedEquip One HME

##### Cavalier

Pembina County Memorial Hospital,  
Wedgewood Manor, Clinic, Home Care

##### Enderlin

Hillcrest Manor

##### Fargo

Country Health HME  
Rosewood on Broadway  
Villa Maria

##### Grand Forks

Country Health HME

##### Jamestown

Anne Carlsen Center for Children  
Central Dakota Village  
MedEquip One HME

##### Lisbon

Lisbon Medical Center, Home Care, Clinics, HME

##### Valley City

Sheyenne Care Center

#### MINNESOTA

##### Detroit Lakes

Country Health HME

##### Thief River Falls

Country Health HME

#### FREE-STANDING

#### ALASKA

##### Fairbanks

Fairbanks Memorial Hospital, Denali Center,  
Home Care, HME

##### Soldotna

Heritage Place, Home Care

#### CALIFORNIA

##### Susanville

Lassen Community Hospital, Home Care

#### IOWA

##### Storm Lake

Buena Vista County Hospital, Home Care

#### KANSAS

##### Marion

St. Luke Hospital & Living Center,  
Home Care, HME

##### Oberlin

Decatur County Hospital, Cedar Living Center,  
Home Care, HME

#### NEBRASKA

##### Ogallala

Ogallala Community Hospital,  
Home Care, HME

#### NEVADA

##### Fallon

Churchill Community Hospital,  
Home Care, Clinics, HME

##### Free-Standing Clinic

Fernley, NV

##### Lovelock

Pershing General Hospital  
& Nursing Home

#### NEW MEXICO

##### Los Alamos

Los Alamos Medical Center, Clinics,  
Home Care, HME

##### Free-Standing Clinics

Espanola and White Rock, NM

#### OREGON

##### Prineville

Pioneer Memorial Hospital, Home Care

##### Redmond

Central Oregon District Hospital,  
Home Care

#### SOUTH DAKOTA

##### Eureka

Eureka Health Care Center

##### Gregory

Gregory Healthcare Center, Home Care

##### Rapid City

Clarkson Mountain View Guest Home  
Westhills Village, Home Care

#### WYOMING

##### Casper

Banner Home Care

##### Cheyenne

United Home Care, UnitedCare HME

##### Laramie

Banner Home Care

##### Torrington

Community Hospital, Goshen Care  
Center, Home Care, Clinics

##### Wheatland

Platte County Memorial Hospital,  
Nursing Home, Home Care

##### Worland

Washakie Medical Center, Home Care

## Banner Health Arizona

is the largest and most comprehensive healthcare provider in Arizona. The partnership of the former Lutheran Healthcare Network and former Samaritan Health System provides greater opportunities to enhance and increase access to services in the communities we serve.

### Services in the Phoenix metro area

#### Allied Family Care

500 West 10th Place, Suite 201  
Mesa, AZ 85201  
(480) 461-2575  
**Owned** (Joined 1996)  
**Services:** Family practice clinic

#### Banner Home Care

1325 N. Fiesta Blvd., Suite 1  
Gilbert, AZ 85233  
(480) 497-5535  
**Owned** (Joined 1988)  
**Services:** Home care, home infusion, home medical equipment, hospice (including two hospice houses), complementary medicine  
**Branches:** Glendale, Miami/Globe

#### CONTACT

1400 E. Southern Ave., Suite 800  
Tempe, AZ 85282  
(480) 730-3023  
**Owned** (Joined 1987)  
**Services:** Managed behavioral health, employee assistance programs, consultation/training  
**Branches:** Northwest Phoenix, Mesa, East Phoenix, Scottsdale, North Tucson, East Tucson, Lake Havasu City

#### Desert Samaritan Medical Center

1400 S. Dobson Road  
Mesa, AZ 85202  
(480) 835-3000  
**Owned** (Joined 1968)  
**Hospital beds:** 361  
**Skilled nursing beds:** 166  
**Behavioral health beds:** 40  
**Other services:** Occupational health clinic, pediatric emergency center

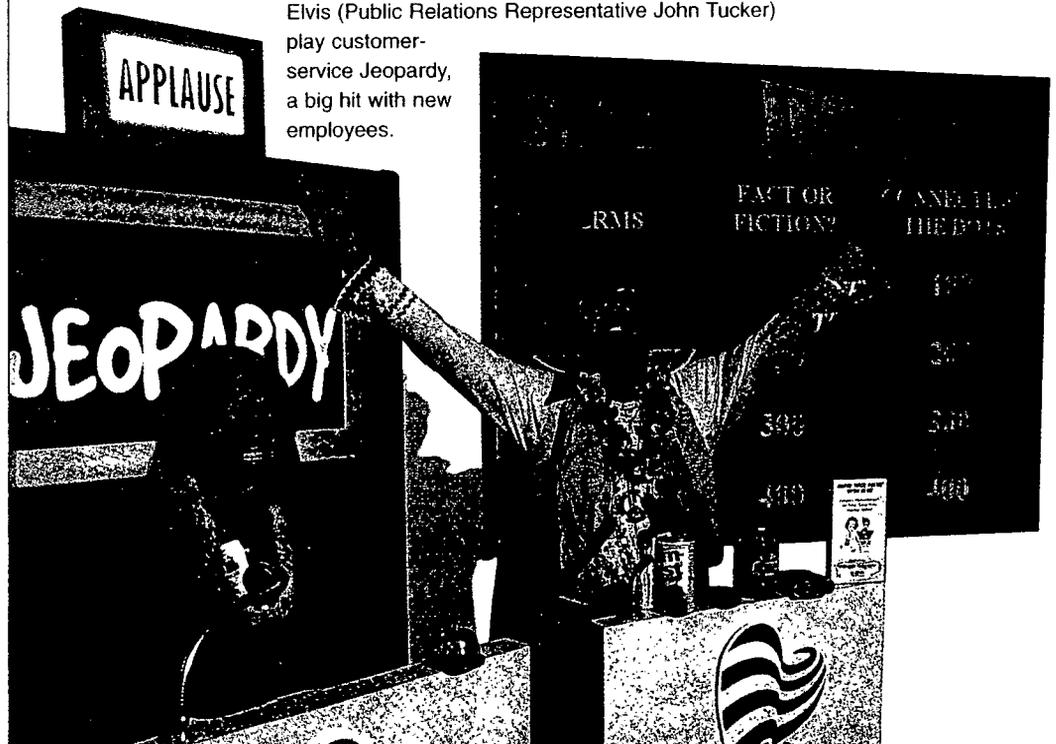
# Banner Health Arizona

A division of Banner Health System



Pediatrician Michael Perstein, M.D., discusses the fine points of medicine with Eli Maughan at Gilbert Pediatrics, which opened in the spring of 2000.

The Thunderbird Samaritan Medical Center's Service Excellence team believes fun stimulates learning. Here, Special Projects Administrator Kim Burke and Elvis (Public Relations Representative John Tucker) play customer-service Jeopardy, a big hit with new employees.





The "Partners in Caring" program at Desert Samaritan Medical Center gives patients the opportunity to involve family members in their care.



Under the watchful eye of administrator Kathy Bollinger, the new Heart Hospital nears completion on Valley Lutheran Hospital's campus.

A sentinel node biopsy, performed below by Troy Brinkerhoff, M.D., at Mesa Lutheran Hospital, has the potential to ease patients' pain and minimize lymph node removal.



CNA Kimmetha Johnson, Mesa Lutheran Hospital, is completing her nursing education. In exchange for her commitment to work at the hospital following graduation, Banner Health Arizona is covering a substantial portion of Kimmetha's tuition.



**Desert Samaritan Urgent Care**

4530 E. Ray Road  
Phoenix, AZ 85044  
(602) 598-7500

**Owned** (Joined 1992)

**Services:** Urgent care, occupational health, outpatient physical therapy, diagnostic radiology, lab

**Entech, Inc.**

2504 W. Southern Ave.  
Tempe, AZ 85282  
(602) 747-9081

**Owned** (Joined 1975)

**Services:** Medical communications, equipment maintenance, professional consulting

**Estrella Mountain Medical Center**

140 N. Litchfield Road, Suite 200  
Goodyear, AZ 85306  
(623) 932-1157

**Owned** (Joined 1995)

**Services:** Primary medical care

**Gilbert Pediatrics**

120 S. Val Vista Drive  
Gilbert, AZ 85296  
(480) 733-6500

**Owned** (Joined 2000)

**Services:** Pediatric care

**Good Samaritan Care Center**

901 E. Willetta St.  
Phoenix, AZ 85006  
(602) 223-2000

**Owned** (Joined 1989)

**Long-term care beds:** 120

**Other services:** Hospice

**Good Samaritan Regional Medical Center**

1111 E. McDowell Road  
Phoenix, AZ 85006  
(602) 239-2000

**Owned** (Since 1911)

**Hospital beds:** 485

**Skilled nursing beds:** 30

**Rehabilitation beds:** 30

**Behavioral health beds:** 22

**Other services:** Graduate medical education, Level 1 Trauma Center, transplantation services, high-risk obstetrics/multiple-birth Center of Excellence, acute rehab, transfusion-free surgery and medicine program, Banner Health Research Institute, Medlink

**Lutheran Urgent Care**

1151 N. Gilbert Road  
Mesa, AZ 85213  
(480) 610-0688

**Owned** (Joined 1996)

**Operated by:** Banner Health  
Arizona and Lutheran PHO

**Services:** Care for minor  
emergencies

**Mesa Lutheran Hospital**

525 W. Brown Road  
Mesa, AZ 85201  
(480) 834-1211

**Owned** (Joined 1967)

**Hospital beds:** 299

**Skilled nursing beds:** 60

**Rehabilitation beds:** 16

**Other services:** Women's center,  
Generations senior mental health  
program, orthopedic program

**Samaritan Behavioral  
Health Center Scottsdale/  
Wendy Paine O'Brien  
Treatment Center**

7575 E. Earll Drive  
Scottsdale, AZ 85251  
(480) 941-7500

**Owned** (Joined 1993)

**Behavioral health beds:** 82

**Alzheimer's unit beds:** 18

**Services:** Inpatient/outpatient  
behavioral health, chemical  
dependency/eating disorder  
services for all ages

**Samaritan Occupational  
Health Services**

1441 N. 12th St.  
Phoenix, AZ 85006  
(602) 528-3120

**Owned** (Joined 1996)

**Services:** Care/monitoring of work  
injuries, executive health program

**Samaritan PrimeCare  
Network**

3141 N. 3rd Ave.  
Phoenix, AZ 85013  
(602) 640-3550

**Owned** (Joined 1994)

**Services:** Third-party payer  
contracting and practice  
management

**Sonora Quest  
Laboratories/Laboratory  
Sciences of Arizona**

1255 West Washington  
Tempe, AZ 85281  
(602) 685-5550

**Joint Venture (SQL)** with Quest  
Diagnostics

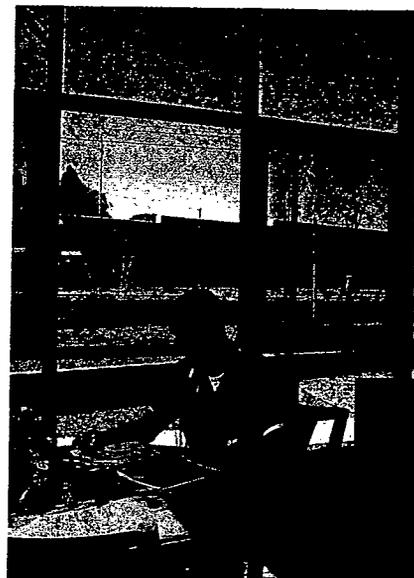
**Owned (LSA)** (Joined 1980)

**Services:** Major medical  
laboratory services

# Banner Health Arizona

A division of Banner Health System

Wade Patten, R.N.,  
reviews patient charts  
at a nontraditional  
nurses' station at  
Page Hospital.



Cindy Arteaga interprets a conversation between Sarah Metzger, R.N., and new mom Adeletta Lopez at Good Samaritan Regional Medical Center. Banner Health's Hispanic Customer Service Initiative is an integral part of patient care at four Valley hospitals.



Because of the Desert Samaritan Urgent Care Center, Natasha Deomarain, M.D., Mary Rhee, R.N., and other staff can care for minor emergencies, saving Ahwatukee residents a long drive to a hospital emergency room.

Terri Leveton, M.S., talks with kids at the Wendy Paine O'Brien Treatment Center on the Samaritan Behavioral Health Center—Scottsdale campus. The 40-bed unit is one of only a handful of inpatient programs in the Valley that is devoted to the care of children and teens.



Paulson & Company



Positron Emission Tomography (PET) is an imaging system that uses radioactive substances to produce color pictures of various organs at work. Good Samaritan Regional Medical Center is the only facility in Arizona to offer PET. It is used with increasing frequency for cancer patients and is a preferred technology for Alzheimer's disease research. Operators handle the radioactive substances remotely using robotic arms.

At Wickenburg Regional Medical Center's new Del E. Webb Wellness Center, Manager Phillip Norrell shows client Hal Beattie how to review his progress on one of the center's computerized treadmills.



Williams Health Care Center Nurse Manager Nell Brown, R.N., checks the lung capacity of Paula Matus using the clinic's new spirometry machine.



### **Thunderbird Samaritan Medical Center**

5555 W. Thunderbird Road  
Glendale, AZ 85306  
(602) 588-5555  
**Owned** (Joined 1969)  
**Hospital beds:** 232  
**Behavioral health beds:** 50  
**Other services:** Occupational health clinic, hospice

### **Valley Lutheran Hospital**

6644 E. Baywood Ave.  
Mesa, AZ 85206  
(480) 981-2000  
**Owned** (Joined 1984)  
**Hospital beds:** 231  
**Other services:** Women's center, orthopedic program, heart hospital to open in fall 2000

### **Services outside the Phoenix metro area**

#### **Page Hospital**

501 N. Navajo  
Page, AZ 86040  
(520) 645-2424  
**Leased** (Joined 1982)  
**Hospital beds:** 25  
**Other services:** Home care

#### **Samaritan Family Health Center—Payson**

708 Coeur d'Alene, Suite A  
Payson, AZ 85541  
(520) 474-1714  
**Owned** (Joined 1988)  
**Services:** Primary care center, occupational health clinic

#### **Wickenburg Regional Medical Center**

520 Rose Lane  
Wickenburg, AZ 85390  
(520) 684-5421  
**Leased** (Joined 1998)  
**Hospital beds:** 23  
**Long-term care beds:** 57  
**Other services:** Clinic, wellness

#### **Williams Health Care Center**

301 S. 7th St.  
Williams, AZ 86046  
(520) 635-4441  
**Managed** (Joined 1986)  
**Services:** Primary and urgent care

#### **Other Banner Health Arizona Services**

- Lutheran Physician Hospital Organization
- Nurse Placement Services
- Surgicenter Joint Ventures

## **Banner Health West**

comprises former Lutheran locations across 13 states. These operations include all freestanding locations and three regional networks: Banner Health Black Hills, Banner Health Colorado and Banner Health Northern Network.

## **Banner Health Black Hills**

930 10th St.  
Spearfish, SD 57783  
(605) 642-4641

**Owned** (Created 1993)

**Services:** Network support services and resources for Banner communities in the Black Hills region of South Dakota and eastern Wyoming

## **Banner Home Care**

(800) 276-8420  
(Spearfish/Belle Fourche)  
(800) 527-4741 (Sturgis)

**Owned** (Joined 1993)

**Services:** Home care includes skilled nursing and therapies, personal care, psychiatric nursing, specialized nursing services, infusion therapy and a hospice

**Agencies:** Spearfish, Sturgis  
**HH branch office:** Belle Fourche

## **Belle Fourche Health Care Center**

2200 13th Ave.  
Belle Fourche, SD 57717  
(605) 892-3331

**Owned** (Joined 1993)

**Long-term care beds:** 77

**Other services:** Clinic, adult daycare, assisted living centers

## **Colonial Manor**

1065 Montgomery St.  
Custer, SD 57730  
(605) 673-2237

**Leased** (Joined 1993)

**Long-term care beds:** 76

## **David M. Dorsett Health Care Facility**

1020 10th St.  
Spearfish, SD 57783  
(605) 642-2716

**Owned** (Joined 1993)

**Long-term care beds:** 112

**Other services:** Alzheimer's unit, in-house rehab services

# *Banner Health West*

A division of Banner Health System

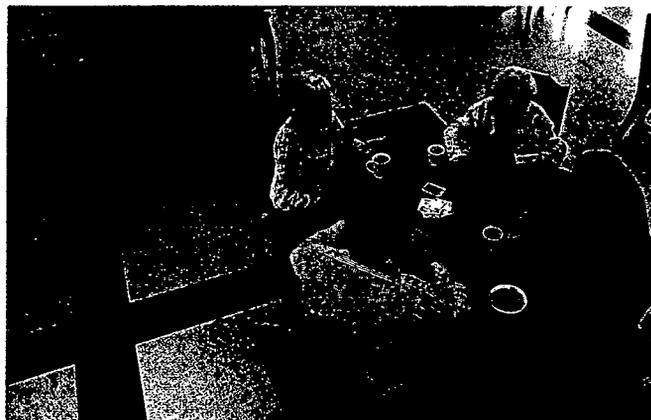
## *Banner Health Black Hills*



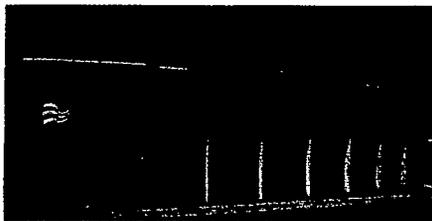
Nancy Babbitt, M.D., serves the communities of Belle Fourche and Spearfish through Banner's Family Medical Center clinics.



Ruth Hodge takes a moment to catch up on her reading at Sunpointe Senior Estates, a 14-unit assisted living center, which opened on the campus of Belle Fourche Health Care Center in late 1999. Sunpointe residents have access to a care continuum that includes a clinic, long-term care, rehabilitation and ancillary services.



New tile, indirect lighting, furnishings and other remodeling details make the dining hall at David M. Dorsett Health Care Facility a very inviting area for activities.



The Banner symbol graces the new entrance to Lookout Memorial Hospital in Spearfish, S.D.



Mike Maher, R.T., begins a scan using newly installed CT equipment at Lookout Memorial Hospital.

Lookout Memorial's new surgery center has the latest in technology and environmental touches such as indirect lighting in the recovery area.



Sturgis Community Health Care Center P.T. assistant Linda Schlosser and Curt Stockert, O.T., help recovering stroke patient Bob Greear with his balance.

Pioneer Manor Nursing Home serves as a real-life classroom where local nursing students obtain required clinical hours and experience Banner Health's resident-centered approach to care. Under the supervision of her instructor, student nurse Sarah Green checks resident Grace Lorber's blood pressure.



### Lookout Memorial Hospital

1440 N. Main  
Spearfish, SD 57783  
(605) 644-4000  
**Owned** (Joined 1963)  
**Hospital beds:** 32  
**Other services:** Clinic, women's health center

### Mersco Medical

(800) 234-3890 (Rapid City/Sturgis)  
(800) 725-8213 (Spearfish)  
**Owned** (Joined 1987)  
**Services:** Home medical equipment sales and rental, including in-home delivery, education, service and repairs  
**Branches:** Rapid City, Spearfish, Sturgis

### Pioneer Manor

900 W. Eighth St.  
Gillette, WY 82716  
(307) 682-4709  
**Owned** (Joined 1993)  
**Long-term care beds:** 150  
**Other services:** Senior apartments

### Sturgis Community Health Care Center

949 Harmon St.  
Sturgis, SD 57785  
(605) 347-2536  
**Owned** (Joined 1993)  
**Hospital beds:** 30  
**Long-term care beds:** 84  
**Other services:** Clinic

### Other Banner Health Black Hills Services

**Family Medical Center Clinics**  
Belle Fourche, Newell, Spearfish, Sturgis

### Senior Apartments and Assisted Living

- Belle Fourche Adult Daycare
- Belle Fourche Senior Living Center
- Heritage Acre Apartments, Sturgis
- Hickory House Congregate Living, Spearfish
- John Burns Apartments, Belle Fourche
- Pioneer Manor, Inc., Gillette
- Ponderosa Apartments, Spearfish
- Prairie Hills Transit & Spearfish Nutrition Site
- Sunpointe Senior Estates, Belle Fourche

### **Banner Health Colorado**

2010 16th St.  
Greeley, CO 80631  
(970) 346-9200

**Owned** (Created 1995)

**Services:** Network support services and resources for Banner communities in north-eastern Colorado and the surrounding region

### **Banner Home Care**

(800) 752-4074

**Owned** (Joined 1979)

**Services:** Home care includes skilled nursing and therapies, personal care, psychiatric nursing, specialized nursing services and the Safety Call program

**Branches:** Fort Morgan/Brush, Greeley, Loveland, Sterling

### **Banner Home Medical Equipment Services**

(800) 752-4074

**Owned** (Joined 1988)

**Services:** Home medical equipment sales and rental, including in-home delivery, education, service and repairs

**Branches:** Greeley, Loveland, Sterling

### **Banner Home MedSolutions**

(800) 256-5845

**Owned** (Joined 1999)

**Services:** Infusion therapies, nebulizer medications delivered in the home

### **East Morgan County Hospital**

2400 W. Edison  
Brush, CO 80723  
(970) 842-6200

**Leased** (Joined 1954)

**Hospital beds:** 15

**Other services:** Clinic, rehab center, Level IV Trauma Center, warm water therapy

### **McKee Medical Center**

2000 Boise Ave.  
Loveland, CO 80538  
(970) 669-4640

**Owned** (Joined 1951)

**Hospital beds:** 88

**Skilled nursing beds:** 20

**Other services:** Clinics, wellness library and conference center, dual purpose cath lab, Level III Trauma Center, warm water therapy

# *Banner Health West*

A division of Banner Health System

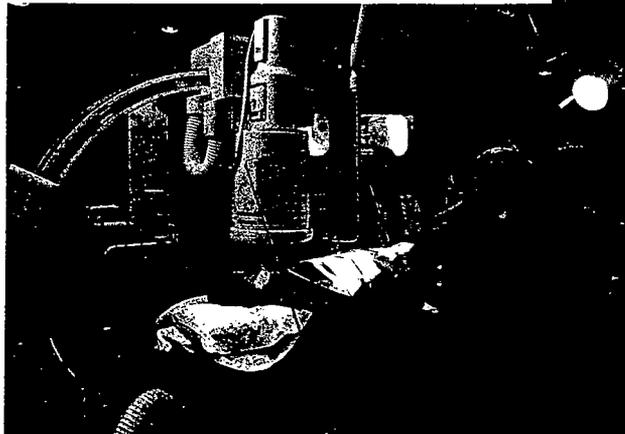
## *Banner Health Colorado*



A new teleradiology network allows physicians in small outlying Colorado communities to send diagnostic scans to North Colorado Medical Center and receive expert readings right away. While in Brush, Colo., Dr. Gareth Roberts, above, consults with Dr. Gary Bauerle in Greeley, above right.

North Colorado Medical Center is focusing resources on key services to keep pace with Greeley's ever-changing healthcare needs. For example, a mini baby boom is taking place at NCMC's Monfort Family Birth Center, where the number of newborns increased 5 percent in 1999.

There's a new tool to help diagnose cardiac conditions in Loveland, Colo. McKee Medical Center's new dual C cardiovascular imaging system (an X-ray machine with dual arms) allows the heart care team to get a clearer picture of conditions within arteries and veins.



Since 1991, McKee Medical Center's Healthy Beginnings program has provided education and support to uninsured and underinsured expectant mothers. The program also assists them in finding early prenatal care. Healthy Beginnings has helped lower the incidence of low birth-weight babies in this group from 10 to 5 percent.



Leveraging expertise is commonplace within Banner Health Colorado. Here orthopaedic surgeon Darrel Fenton, Sterling, examines a patient at East Morgan County Hospital in Brush.



Maggi Basinger facilitates a class in North Colorado Medical Center's newly remodeled Learning Resource Center. The "new" Center also includes enhanced space and resources for individual learning.

Phylis Helgoth's driving passion for home care nursing inspired her co-workers in Banner Health Colorado to nominate her for the nursing profession's equivalent of the Academy Award—the Florence Nightingale Award.



### **North Colorado Medical Center**

1801 16th St.  
Greeley, CO 80631  
(970) 352-4121  
**Leased** (Joined 1995)  
**Hospital beds:** 306  
**Skilled nursing beds:** 20  
**Other services:** Clinics, burn unit, Level II Trauma Center, comprehensive community cancer center, heart care, AirLife

### **Sterling Regional MedCenter**

615 Fairhurst St.  
Sterling, CO 80751  
(970) 522-0122  
**Owned** (Joined 1938)  
**Hospital beds:** 36  
**Other services:** Clinic, Level III Trauma Center, dialysis, cardiac rehab

### **Practice Resources/PHOs**

#### **Integrated Practice Resources**

Providing practice management services to 12 practices with 48 practitioners

#### **Banner Health PHO**

Northern Colorado  
Physician-Hospital Organization  
366 physicians

#### **High Plains**

#### **Healthcare Alliance, Inc.**

Greeley-based Physician  
Hospital Organization  
203 physicians

#### **Mountain Shadows**

#### **Medical Association, Inc.**

Loveland-based Physician  
Hospital Organization  
136 physicians

#### **NorthCare**

Preferred Provider Network  
serving northeastern Colorado  
550 physicians

### **Other Banner Health Colorado Services**

#### **Banner Staffing Services**

#### **Free-Standing Clinics**

- Ault Family Care
- Berthoud Family Physicians
- Fort Lupton Family Medicine
- Johnstown Family Physicians
- Keenesburg Family Medical Clinic
- Family Physicians of Windsor

**Banner Health  
Northern Network**

(701) 277-7500

Owned (Created 1996)

**Services:** Network support services and resources for Banner communities in North Dakota and western Minnesota

**Anne Carlsen  
Center for Children**

301 7th Ave. N.W.

Jamestown, ND 58401

(701) 252-3850

Owned (Joined 1940)

**Residential student beds:** 47

**Services:** Medical/therapy services, advanced care unit for medically fragile children, residential care, assistive technologies, developmental and vocational education

**Central Dakota Village**

501 19th St. N.E.

Jamestown, ND 58401

(701) 252-5660

Owned (Joined 1962)

**Long-term care beds:** 100

**Other services:** Senior apartments

**Country Health**

(701) 235-0175

**Joint Venture with Dakota**

**Heartland Health System**

(Joined 1987)

**Services:** Home medical equipment sales and rental, including in-home delivery, education, service and repairs

**Branches:**

- ND: Fargo, Grand Forks
- MN: Detroit Lakes, Thief River Falls

**Satellites:**

- ND: Lisbon, Wahpeton
- MN: Fergus Falls, Ortonville

**Hillcrest Manor**

110 Hillcrest Drive

Enderlin, ND 58027

(701) 437-3544

Owned (Joined 1984)

**Long-term care beds:** 62

*Banner Health West*

A division of Banner Health System

*Banner Health Northern Network*



Ruby Jenstead, a Country Health mobility sales specialist based in Fargo, uses a scooter herself as an extension of her "office," a special needs-adapted van.



Buddy the dog is a buddy to Cleo Thompson and all the residents at Hillcrest Manor in Enderlin, N.D. Live-in pets contribute to the homelike environment at Hillcrest.

Twenty years ago, the Resident Council at Villa Maria, led by Margaret Lewis, center, approved the idea of starting an on-site child daycare to foster intergenerational contact and to support working mothers at Villa. In early 2000, the nursing home hosted a reunion for all current and past daycare kids, several of whom have embarked on healthcare career paths.



### **Lisbon Medical Center**

905 Main St.  
Lisbon, ND 58054  
(701) 683-5241  
**Owned** (Joined 1952)  
**Hospital beds:** 20  
**Long-term care beds:** 45  
**Other services:** Clinics, home care

### **MedEquip One**

626 6th St. N.  
Bismarck, ND 58501  
(701) 255-0093  
**Joint Venture** with MedCenter One Health System (Joined 1999)  
**Services:** Home medical equipment sales and rental, including in-home delivery, education, service and repairs  
**Satellite:** Jamestown, ND

### **Pembina County Memorial Hospital & Wedgewood Manor**

301 Mountain St. E.  
Cavalier, ND 58220  
(701) 265-8461  
**Leased** (Joined 1953)  
**Hospital beds:** 29  
**Long-term care beds:** 60  
**Other services:** Clinic, home care, senior apartments

### **Rosewood on Broadway**

1351 Broadway  
Fargo, ND 58102  
(701) 277-7999  
**Owned** (Joined 1938)  
**Long-term care beds:** 102

### **Sheyenne Care Center**

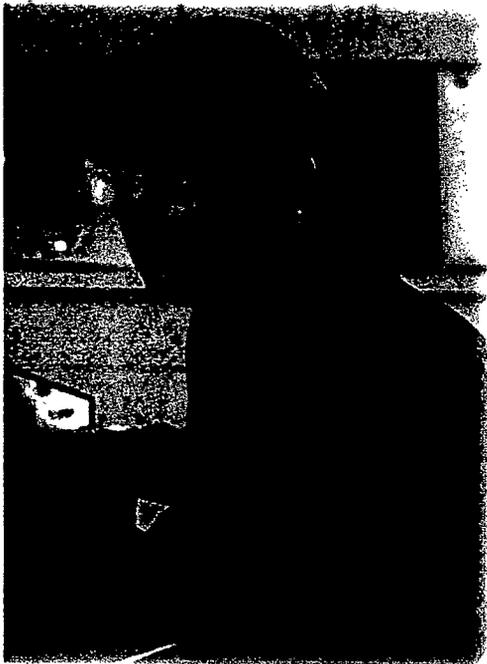
979 Central Ave. N.  
Valley City, ND 58072  
(701) 845-8222  
**Owned** (Joined 1938)  
**Long-term care beds:** 170  
**Other services:** Geri-psychiatric unit

### **Villa Maria**

3102 S. University Drive  
Fargo, ND 58103  
(701) 293-7750  
**Owned** (Joined 1984)  
**Long-term care beds:** 138  
**Other services:** Manage senior apartments, on-site adult daycare and children's daycare

For students at the Anne Carlsen Center with hearing disabilities, normal sounds may seem distorted or too loud, or may get tuned out altogether. Speech Language Pathologist Rachel Coppin uses special techniques and sound-generating equipment known as Digital Auditory Aerobics to "retrain" the hearing of students like Josef Kramlich, 13, to improve his ability to take in and process sounds.

Sheyenne Care Center's new Geri-Psych Unit is the only nursing home setting in North Dakota designed specifically for the long-term care needs of elderly adults transitioning from a mental health setting.



## Alaska

### **Fairbanks Memorial Hospital/Denali Center**

1650 Cowles St.

Fairbanks, AK 99701

H: (907) 452-8181

NH: (907) 458-5100

**Leased** (Joined 1968)

**Hospital beds:** 142

**Behavioral health beds:** 20

**Long-term care beds:** 90

**Other services:** Home care, home medical equipment, cancer center, sleep disorders lab, cardiac rehab, Alzheimer's unit

### **Heritage Place**

232 Rockwell St.

Soldotna, AK 99669

(907) 262-2545

**Owned** (Joined 1986)

**Long-term care beds:** 48

**Other services:** Home care

## California

### **Lassen Community Hospital**

560 Hospital Lane

Susanville, CA 96130

(530) 257-5325

**Owned** (Joined 1994)

**Hospital beds:** 28

**Long-term care beds:** 31

**Other services:** Home care

## Iowa

### **Buena Vista County Hospital**

1525 West 5th St.

Storm Lake, IA 50588

(712) 732-4030

**Managed** (Joined 1999)

**Hospital beds:** 54

**Other services:** Home care

## Kansas

### **Decatur County Hospital & Cedar Living Center**

810 W. Columbia

Oberlin, KS 67749

(785) 475-2208

**Leased** (Joined 1950)

**Hospital beds:** 24

**Long-term care beds:** 50

**Other services:** Home care, home medical equipment

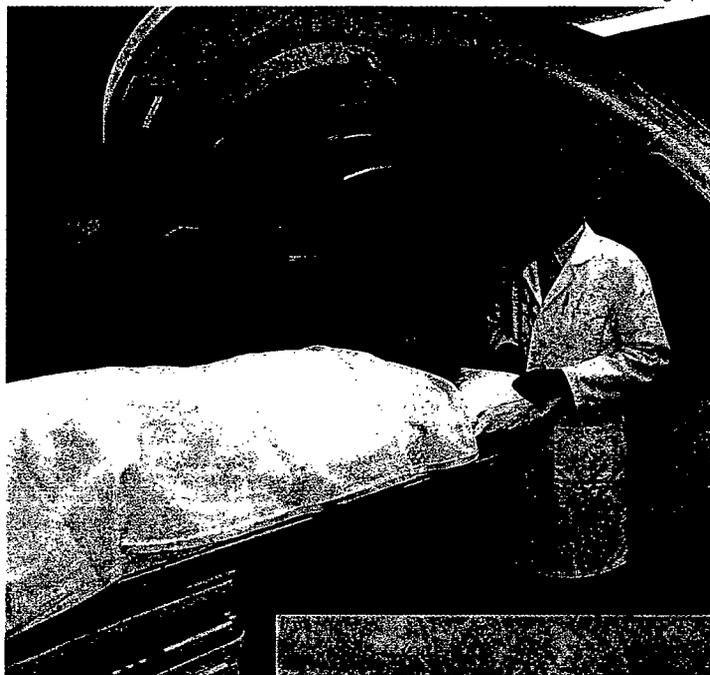
# Banner Health West

A division of Banner Health System

## Free-Standing Locations

Nelson's Photography

Pat Schooley, R.T., and Dr. Alan Feen prepare a patient for linear accelerator radiation therapy at the Fairbanks Cancer Treatment Center, which opened in April 2000. The \$9.5 million state-of-the-art center was constructed by the Greater Fairbanks Community Hospital Foundation.



Until last year, Susanville patients who needed infusion treatment had to travel 90 miles to Reno, Nev. Now Cliff Cornwell is spared travel by receiving chemotherapy infusions at Lassen Community Hospital from Abby Lork-Hector, R.N., who developed the new service.

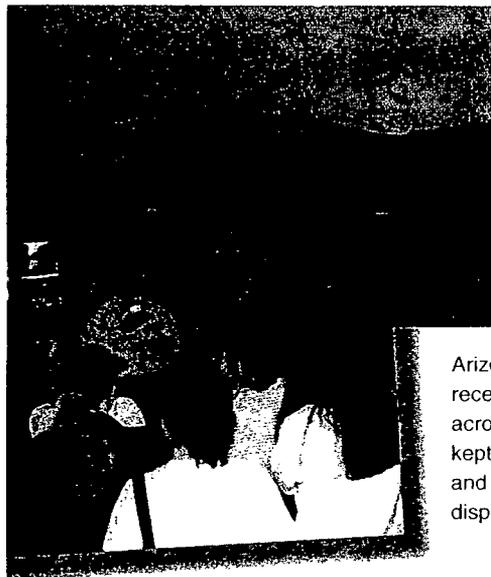
Dave Schneider



Ted Baker has the right name for cooking, one of many activities included in a new Adult Day Health Care program Lassen Community Hospital is starting at a downtown location. The new service will offer respite for families, as well as an alternative to some nursing home placements.



Fallon patients who need home medical equipment and supplies can pick them up at the hospital's new on-site store, staffed by (shown standing above left to right) Jessica Bracher, Judy Norcutt, Jeff Silva and Brenda Smith. The new store benefits people with diabetes like Maudie Keller, seated with Connie Honea, R.N. Connie and others at Churchill Community Hospital developed one of only four American Diabetes Association-certified education programs in Nevada, and the only one located in a non-urban hospital.



A "controlled burn" that was started near Los Alamos, N.M., rapidly became a wildfire that forced the evacuation of the region's approximately 25,000 inhabitants. At left is the Los Alamos Medical Center on May 8, 2000, two days before the hospital and community were evacuated. Even before all the smoke had cleared, LAMC staff led by Administrator Paul Wilson, left center, returned to develop and execute a plan to get the facility up and running again. Help came from all over Banner, including a disaster recovery team from Banner Health

Arizona. LAMC employees who suffered losses received cash assistance from concerned co-workers across Banner. Staff at the corporate office in Fargo kept LAMC's payroll and other processes rolling and maintained a 24-hour call center for LAMC's displaced employees.

Survey results showed that if Los Alamos Medical Center made complementary medicine services available, a high percentage of people would use them. Many are now coming to see Silvia Khalsa, M.D., a recently recruited board certified family practitioner who blends traditional treatments with alternative approaches such as acupuncture.



### **St. Luke Hospital & Living Center**

1014 E. Melvin St.  
Marion, KS 66861  
(316) 382-2177  
**Leased** (Joined 1968)  
**Hospital beds:** 22  
**Long-term care beds:** 32  
**Other services:** Home care, home medical equipment

## *Nebraska*

### **Ogallala Community Hospital**

300 E. 10th St.  
Ogallala, NE 69153  
(308) 284-4011  
**Leased** (Joined 1987)  
**Hospital beds:** 41  
**Other services:** Clinic, home care, home medical equipment

## *Nevada*

### **Churchill Community Hospital**

801 E. Williams Ave.  
Fallon, NV 89406  
(775) 423-3151  
**Owned** (Joined 1990)  
**Hospital beds:** 40  
**Other services:** Clinics, home care, home medical equipment  
**Free-standing clinic:**  
Fernley Physicians Center

### **Pershing General Hospital & Nursing Home**

855 Sixth St.  
Lovelock, NV 89419  
(775) 273-2621  
**Managed** (Joined 1995)  
**Hospital beds:** 5  
**Long-term care beds:** 32

## *New Mexico*

### **Los Alamos Medical Center**

3917 W. Road  
Los Alamos, NM 87544  
(505) 662-4201  
**Owned** (Joined 1964)  
**Hospital beds:** 47  
**Other services:** Clinics, home care, home medical equipment, outpatient physical therapy center  
**Free-standing clinics:**  
LAMC Family Care Centers in Espanola and White Rock

## Oregon

### Central Oregon District Hospital

1253 N. Canal Blvd.  
Redmond, OR 97756  
(541) 548-8131

**Managed** (Joined 1994)

**Hospital beds:** 48

**Other services:** Home care, MSO

### Pioneer Memorial Hospital

1201 N.E. Elm  
Prineville, OR 97754  
(541) 447-6254

**Managed** (Joined 1996)

**Hospital beds:** 35

**Other services:** Home care, hospice

## South Dakota

### Clarkson Mountain View Guest Home

1015 Mountain View Road  
Rapid City, SD 57702  
(605) 343-5882

**Managed** (Joined 1993)

**Long-term care beds:** 52

### Eureka Health Care Center

109 H Ave.  
Eureka, SD 57437  
(605) 284-2145

**Owned** (Joined 1938-1989 and since 1993)

**Long-term care beds:** 62

### Gregory Healthcare Center

400 Park St.  
Gregory, SD 57533  
H: (605) 835-8394

NH: (605) 835-8296

**Owned** (Joined 1962)

**Hospital beds:** 26

**Long-term care beds:** 58

**Other services:** Home care

### Westhills Village

255 Texas St.  
Rapid City, SD 57701  
(605) 342-0255

**Managed** (Joined 1993)

**Long-term care beds:** 44

**Other services:** Home care, assisted living, senior apartments

# Banner Health West

A division of Banner Health System

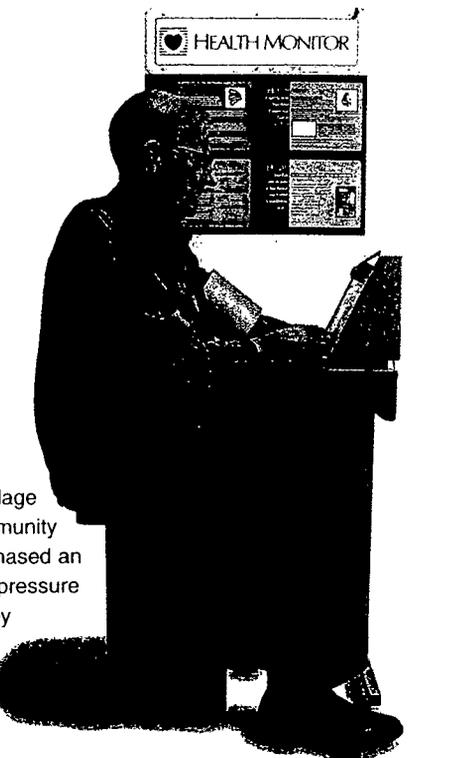
## Free-Standing Locations



If approved by a physician, patients at Community Hospital in Torrington, Wyo, receive a complimentary relaxation massage.



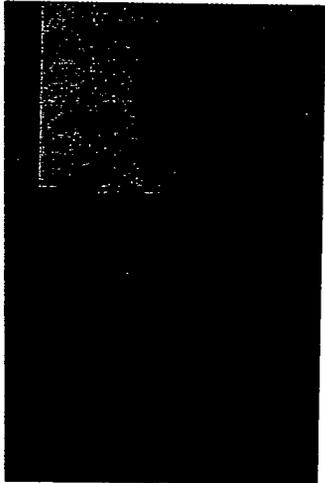
New construction at Eureka (S.D.) Health Care Center added food service space and a new "convenience kitchen," an idea shared from other Banner communities.



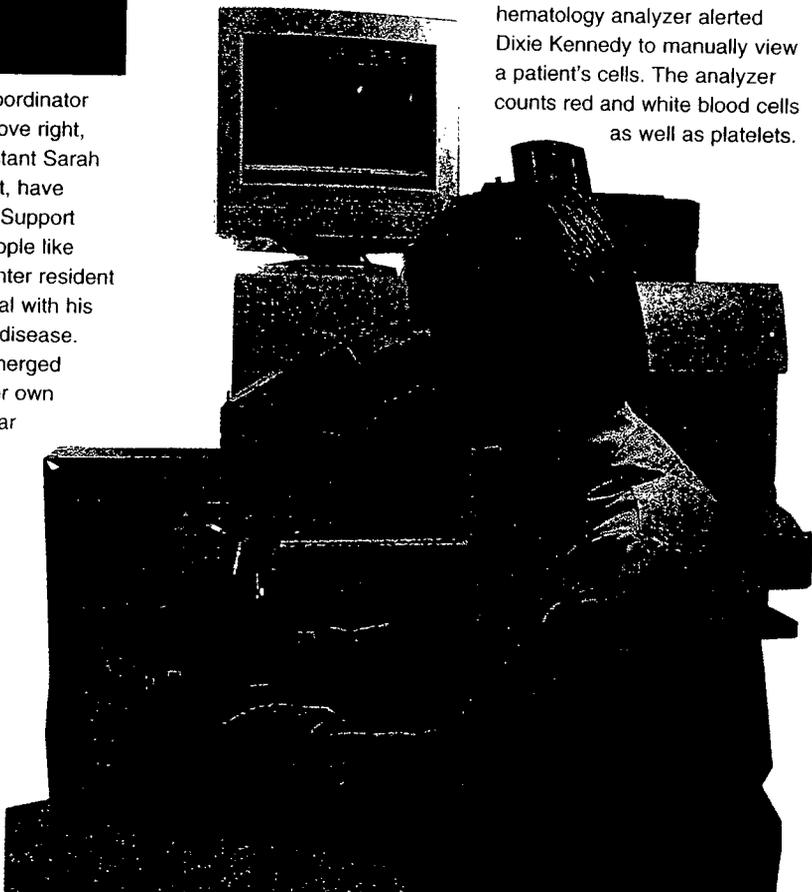
The Westhills Village Retirement Community Foundation purchased an automatic blood pressure monitor for use by residents as well as employees.



Laramie Home Care nurse Ruth Monroe pays an early morning visit to four-month-old Kalob Mikesell to monitor his weight. Kalob has severe reflux which can keep him from holding food in his stomach.



Special Touch Coordinator John Olenyik, above right, and Activity Assistant Sarah DeBolt, above left, have started a Cancer Support Group to help people like Goshen Care Center resident Albert Morgan deal with his newly diagnosed disease. Sarah recently emerged victorious from her own two-and-a-half-year bout with a rare form of cancer.



Results from Platte County Memorial Hospital's new hematology analyzer alerted Dixie Kennedy to manually view a patient's cells. The analyzer counts red and white blood cells as well as platelets.

## Wyoming

### **Banner Home Care**

(307) 634-5168

**Owned** (Joined 1987)

**Agencies:** Casper, Laramie  
Also manages United Medical Center Home Care Services in Cheyenne

**Services:** Home care includes skilled nursing and therapies, personal care, infusion therapy, psychiatric nursing and specialized nursing services

### **Community Hospital**

2000 Campbell Drive

Torrington, WY 82240

(307) 532-4181

**Owned** (Joined 1950)

**Hospital beds:** 36

**Other services:** Clinics, home care

### **Goshen Care Center**

2009 Laramie St.

Torrington, WY 82240

(307) 532-4038

**Leased** (Joined 1963)

**Long-term care beds:** 75

**Other services:** Evergreen Court independent living

### **Platte County Memorial Hospital & Nursing Home**

201 14th St.

Wheatland, WY 82201

(307) 322-3636

**Leased** (Joined 1955)

**Hospital beds:** 43

**Long-term care beds:** 43

**Other services:** Home care

### **UnitedCare Home Medical Equipment**

(800) 935-0621

**Joint Venture** with United Medical Center, Cheyenne WY (Joined 1999)

**Services:** Home medical equipment sales and rental, including in-home delivery, education, service and repairs

### **Washakie Medical Center**

400 S. 15th St.

Worland, WY 82401

(307) 347-3221

**Leased** (Joined 1949)

**Hospital beds:** 30

**Other services:** Home care

# *Financial Summary*

<u>1999*</u>	<u>1998*</u>	
<b>Sources of Funds</b>		
<b>\$2,267,310,000</b>	<b>\$2,003,539,000</b>	<b>Inpatient Revenue</b> includes nursing care, tests, X-rays, drugs and food services
<b>825,716,000</b>	<b>718,447,000</b>	<b>Outpatient Revenue</b> includes emergency care, outpatient surgery and related services
<b>130,873,000</b>	<b>123,085,000</b>	<b>Long-Term Care Revenue</b>
<b>666,153,000</b>	<b>744,533,000</b>	<b>Other Revenue</b> includes investments, home care services, medical equipment sales, gain on sale of facilities and assets, and other sources
<b><u>\$3,890,052,000</u></b>	<b><u>\$3,589,604,000</u></b>	<b>Total Revenues</b>
 <b>Contractual Discounts &amp; Charity Care</b>		
<b><u>(2,142,816,000)</u></b>	<b><u>(1,811,308,000)</u></b>	Includes the difference between amounts billed to patients and residents and payments received from third-party payers such as Medicare, Medicaid and insurance companies, and the amounts written off for those who qualify for charity care
<b><u>\$1,747,236,000</u></b>	<b><u>\$1,778,296,000</u></b>	<b>FUNDS AVAILABLE FOR PATIENT CARE</b>
 <b>Application of Funds</b>		
<b>\$846,562,000</b>	<b>\$785,703,000</b>	<b>Salaries and Benefits</b>
<b>731,318,000</b>	<b>652,422,000</b>	<b>Other Expenses</b> include physician fees, unpaid accounts, and utility, supply and maintenance costs
<b>25,738,000</b>	<b>27,479,000</b>	<b>Interest</b> , the cost of borrowed funds
<b>73,523,000</b>	<b>70,085,000</b>	<b>Depreciation Expenses</b> for buildings and equipment
<b><u>70,095,000</u></b>	<b><u>242,607,000</u></b> <sup>(1)</sup>	<b>Excess of Revenues over Expenses</b> applied to capital expenditures and other financial requirements
<b><u>\$1,747,236,000</u></b>	<b><u>\$1,778,296,000</u></b>	<b>FUNDS USED FOR PATIENT CARE</b>

\*For fiscal years ended December 31

<sup>(1)</sup> Includes gain on sale of facilities

**Writing and Design**

Banner Health Communications, Fargo and Phoenix

**Principal Photography**

John Borge Photography

**Printing**

Kaye's Printing, Inc.

A copy of the 1999 audited financial statement is available upon request. Send requests to:

**Director of Corporate Finance**

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