From the CEO and Board President

We are pleased to present you with this annual report on the medical center’s continued progress and growth in revenue, volume, and service scope. In these pages, you will learn about the success of our orthopedics and general surgery programs, our new Trauma Level IV designation, the excellent new working relationship we have established with the Jicarilla Apache Nation based in Dulce, New Mexico, and the latest accolade for our emergency medical department: Colorado EMS Service of the Year. We will also report on the progress of our electronic health record system and its patient access portals.

Also notable for 2014 was progress on our strategic plan to prepare for the rapidly growing and changing healthcare needs of our region with a major expansion of primary care and hospital facilities. The multi-phase plan began with a $12 million campaign to expand primary care facilities from 10 exam rooms to 30. That first phase will be funded through a combination of donations, grants, and low interest loans. In 2014, we kicked off fundraising for the project. If all goes to plan, we will break ground in September 2015 and celebrate the opening of the new center one year later.

We continue our mission with a focus on healthy patients and staff, healthy profits to reinvest in patient services, and building a healthy community.

Thank you for taking the time to follow our progress as we build a center of care that makes our community healthier, happier—better.

Be well,

Brad Cochennet
CEO

Dr. Malcolm Rodger
Chairman of the Board
Improved operating income by more than $950,000

Increased gross patient revenue by 44% as a result of new services and significant growth in existing services

Pagosa Springs Medical Center Financials

The medical center achieved a substantial gain in net income in 2014 despite a 15% reduction in tax revenues. This was due, in part, to revenues generated by our surgical services department, particularly the addition of orthopedic surgery early in 2014.

However, Medicare accounted for 37.5% of total charges, down from 40.4% in 2012. Colorado’s Medicaid expansion program resulted in Medicaid charges to 17.9%, a significant increase over the 2012 when Medicaid accounted for 8.7%. The increase in Medicaid insurance payments was largely responsible for a significant decrease (to 10.1%) in self-pay revenue.

The early stages of electronic health record system (EHR) implementation caused our days in A/R to increase and, concomitantly, affected our cash position adversely. This was a temporary situation that most hospitals experience when implementing a new EHR.

In 2014, a 38% increase in net revenues coupled with only a 28% increase in expenses allowed us to increase net income by nearly $620,000.

2014 Audited Financials

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Revenues</td>
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</tr>
<tr>
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</tr>
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</tr>
<tr>
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<tr>
<td>Personnel</td>
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<tr>
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<tr>
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<tr>
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<tr>
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<tr>
<td>Net Income</td>
<td>781,004</td>
<td>161,298</td>
<td>384.2%</td>
</tr>
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</table>

Gross Revenues

Net Income

2013

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Revenues</td>
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</tr>
<tr>
<td>Contractual Loss and Charity</td>
<td>15,500,141</td>
<td>15,500,000</td>
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<tr>
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2014

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<td>0%</td>
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</table>
Financial Highlights, continued

- **468** inpatient admissions up from 245 in 2013
- **60%** increase in average daily patient census total since 2012
- **39 to 135** increase in general surgery procedures, 2011–2014

- **65.3%** increase in outpatient lab tests from 10,561 to 17,459 2009–2014
- **6,728** radiology exams in 2014 up 79.7% since 2012
- **230.6%** increase in echocardiography since 2012

- **49.5%** increase in EMS Calls since 2012
- **6,519** emergency room visits in 2014 up 52.7% from 2012
- **188 to 629** increase in MRIs 2013–2014

Audited Financials

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Other Expenses 1,710,955
Personnel 14,269,772
Purchased Services or Other 874,522
Supplies 2,207,201
Depreciation and Interest 1,944,466
All Other Expense 2,536,646

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Other Expenses 1,415,511
Personnel 11,316,993
Purchased Services or Other 758,263
Supplies 1,719,067
Depreciation and Interest 1,505,770
All Other Expense 1,783,802
Wellness

Our innovative preventive care programs continued in 2014. In addition to ongoing heart health screenings—offered for free—the Wellness team installed several AEDs in the community and provided CPR training to hundreds. In 2014, 521 people received complimentary heart health screenings, bringing our community total to over 2721.

In 2014 we are rolled out an improved employee wellness program, Vitality, that will be fully integrated with our new online Wellness Portal for easy access to both wellness challenges, diet management/recipe tips, and exercise tracking. In 2015, the programs will be extended to patients and then offered to the wider community. Also in 2014, Wellness offered a series of free HealthTalks on smoking cessation, diabetes, cardiovascular health, cancer, and stress management.

Service lines

Wellness

- 2,721 heart health screenings since the Wellness Center’s inception in 2009
- 4,026 number of early detection screenings performed since 2009
- 595 people have participated in Wellness Center Mayo Clinic Lifestyle Program
- 2,655+ lbs. lost through Dec 31, 2014
- 78 employees participating in worksite Wellness Program in collaboration with San Juan Basin Health
- 128 educational event participants
**Surgery + Orthopedics highlights**

In 2014, total procedures approached 2,300 since we began a surgery program in 2011.

We also recruited orthopedic surgeon, Dr. William Webb, to start our new orthopedic surgery program. Dr. Webb is a board certified orthopedic surgeon, fellow of the American Academy of Orthopedic Surgeons, and a member of the Arthroscopy Association of North America. Dr. Webb has been practicing medicine for more than 20 years. He has served as a team physician for school and professional football, basketball, and hockey teams.

**Dr. Shaeffer and his surgical team specialize in:**
- Gastroenterology
- Colonoscopy: Biopsy + Polypectomy
- Hemorrhoidectomy
- Thyroid Biopsy and Excision
- Lap Appendectomy
- Hernia
- Breast Ductectomy
- Breast Lumpectomy
- Breast Mastectomy
- Hysterectomy
- Loop Electrosurgical Excision Procedure (LEEP)
- Excision of Lymph Nodes, Abscess, Cyst, Moles
- Skin Graft
- Laceration Repair
- Cataract

**Dr. Webb and his orthopedic team specialize in**
- Ankle fractures and pain
- Back and neck pain and stiffness
- Elbow pain including tennis elbow
- Achilles tendon tears and foot fractures
- Hand and wrist pain, including carpal tunnel and Dupuytren’s
- Knee injuries of the ACL, meniscus, and patella
- Shoulder injuries such as rotator cuff tears
- Hip pain and degeneration

**Dr. Zak, our board-certified gastroenterologist specializes in diagnosis and treatment of**
- Stomach pain
- Ulcers
- Reflux
- Irritable Bowel Syndrome
- Crohn’s disease
- Diseases of the colon
Women’s Health Program

Dr. Amber Reiss-Holt and her team saw 585 patients in The H. Pat and Nancy E. Artis Digital Mammography Suite in 2014. The combination of digital imaging and the medical center’s new electronic health record system is already showing great efficiency and improvement for patient care and responsiveness. Our women’s health patient navigator, Colleen Sullivan-Moore continues to ease patients through the process of breast imaging, results, diagnosis, and treatment. She was recently recognized as a Nightingale Luminary for Innovation in the region.

Women’s Health Services:
- Annual Physical
- Annual Exams: Pap, Pelvic, and Breast Exam
- Body Mass Evaluation
- Bone Density exam (DEXA)
- Diabetes Care
- EKG and Stress Test
- Lung CT Screening
- Mammography
- Maternal Services
- Menopause Evaluation
- Ovarian Cancer Screening
- Plastic Surgery
- Thyroid and Parathyroid Screening
- Weight Management, Wellness Program

“As our program grows, our goal is to provide more of the services needed so that our patients can remain in our community as much as possible.”
— Dr. Amber Reiss-Holt, director, Women’s Health Program
Emergency Services

In 2014, our emergency medical services department had much to celebrate. In April, the medical center and its emergency medical services department achieved a Level IV Trauma Center designation. This contributed to a substantial Emergency Department volume increase—more than 36%—between 2013 and 2014. In November, the Emergency Medical Services Association of Colorado awarded our EMS the 2014 Ambulance Service of the Year, citing:

“Pagosa Springs EMS was selected for not just its recent success in 2014, but for their hard work and commitment in developing a strong foundation for EMS and striving to be a leader in rural EMS patient care for several years. Rural Pagosa Springs EMS has innovative and progressive medical direction and medical protocols, advanced training for its paramedics and has been approved by the State of Colorado as an EMS training center. All of the paramedics are now certified as Critical Care Paramedics…

The Pagosa Springs EMS staff is very active in public education and region-wide professional quality improvement processes, including mass-casualty disasters, medical direction, and professional training. EMS Chief Jason Webb and Medical Director Dr. Michelle Flemmings are part of the state’s EMS and Trauma Systems Improvement Committee and travel across the state to assess and advise other communities’ struggling EMS systems.”
Service lines, continued

Primary Care
Our Primary Care Center had 12,757 patient visits in 2014. Since opening in 2010, the clinic has grown over 300%, increasing from one nurse practitioner, open one day per week to nine physicians, physician assistants, nurse practitioners, and behavioral health specialists, open six days per week. In addition to welcoming many new medical professionals, we were pleased to welcome back Dr. Robert Brown as medical director of Primary Care.

Integrated Care Model
In 2014, we piloted an integrated team approach for care delivery. Our integrated teams will consist of doctors, physician assistants, nurse practitioners, nurses, pharmacists, wellness coaches, and other healthcare providers. Supported by our new, secure electronic health record system, care teams will be connected, informed, and focused on the whole patient. This approach to care, combined with evidenced-based medicine, means we work together every day to innovate new ways to improve patient outcomes.
Telemedicine: smile, you’re on cardiovascular camera
“Rosie the Robot” and her twin “Ramon” are the medical center’s two telemedicine systems that connect patients with the best stroke and heart doctors in the country, in real time. This lets medical center providers aggressively treat patients in acute emergencies. Telemedicine will also allow us to expand emergency services to include in-home follow up care.

Patient Navigation
The patient navigator’s role is to reduce barriers to care, facilitate care coordination, and improve access to care. The navigator coordinates referrals from all departments for any patient meeting certain criteria for cardiovascular disease, and serves as the point-of-contact between all district departments and community partners. The navigator is key to helping reduce costly emergency room readmission and increasing patient medical success and satisfaction.

Imaging/Diagnostics Department
We’ve experienced impressive growth in our imaging services volume. In 2009, we provided nearly 3,200 radiology exams to 2,300 patients. By 2014, total exams had increased to nearly 11,600. Most noteworthy are the significant increases in CT scans and MRIs, both of which are highly sophisticated tests. We are able to bring state-of-the-art equipment to our patients, assuring that they do not have to travel to Durango and other locations for these important tests. In addition, we began offering mammography and bone density screening in 2014 and we expect volumes for those diagnostic procedures to continue to grow.
Quality Improvement and Patient Safety

Community Relationships

- Initiated “Doc Walks,” periodic opportunities for the community to learn about health and wellness as they walk and talk with PSMC providers
- Expanded education programs to include such topics as diabetes and healthy eating
- Worked with the Jicarilla Apache tribal leaders in Dulce, New Mexico (48 miles south of Pagosa Springs), to provide the right services to the tribe; this new patient population accounted for 8% of patient revenue in 2014, up from 1% in 2013
- Established worksite wellness in three new local businesses through continued partnership with San Juan Basin Health Department
- Established an employee wellness program that includes measurement, education, challenges, team activities, and incentives
- Strengthened workforce through staff education (e.g., Chronic Care Professional Certification)
- Successfully conducted two-phase pilot launch of Cerner’s wellness portal (Vitality) in preparation for employees and general public launch in 2015
- Recruited a Chief Operating Officer to oversee day-to-day operations

Quality Improvement Emphasis

The Quality Improvement Department’s operations are aligned with national patient care initiatives.

SAFE: PSMC avoids injuries to patients resulting from care that is intended to help.

EFFECTIVE: PSMC provides services based on scientific knowledge and evidence-based practice.

PATIENT-CENTERED: PSMC provides respectful care that is individualized to patient needs and decisions are guided by patients’ values and beliefs.

TIMELY: PSMC provides care as quickly as possible, reducing delays that can be harmful.

EFFICIENT: PSMC uses resources efficiently to avoid waste.

EQUITABLE: PSMC provides care regardless of a patient gender, ethnicity, or socio-economic status.
Highlights 2014

Financial Stability
• Improved operating income by more than $950,000
• Increased gross patient revenue by 44% as a result of new services and significant growth in existing services

Strategic Growth
• Improved MRI service availability from one half-day to five days per week
• Implemented new imaging services (mammography and bone density screening) and added an ultrasound machine to assure around-the-clock availability in the emergency department
• Employed a licensed professional counselor (LPC) to improve the community’s access to behavioral and mental health services
• Hired an experienced, board-certified orthopedic surgeon to enhance the surgery program
• Achieved Level IV Trauma designation
• Selected Boulder Associates Architects and GE Johnson to guide the development of a facility master plan identified expansion of the Rural Health Clinic as the top priority. Initial work resulted in a decision to relocate the clinic to a new two-story building on campus and to reuse its current space to meet other space needs

PAGOSA SPRINGS Medical Center
Quality Improvement and Patient Safety

VALUES

Wholeness
We value the physical, spiritual, and emotional health of the whole person.

Integrity
We are transparent, truthful, and fair in all of our relationships.

Stewardship
We use our resources wisely to meet our community’s health and wellness needs.

Excellence
We support our staff in their quest to provide quality, compassionate care in a safe environment.

Respect
We acknowledge the worth and dignity of our patients, visitors, physicians, and staff.

KEY STRATEGIC AREAS

Quality care and patient safety
Financial stability
Strategic growth
Community relationships
Culture and talent
Wellness
Your town, your hospital

The medical center is responsible for planning now for future community healthcare needs. Since opening the ER and hospital in 2008 and the Primary Care Clinic in 2010, the medical center has experienced tremendous growth in terms of services and programs, as well as volume. Primary Care has grown, in four short years, from one medical professional providing services one day per week to six medical professionals available six days per week. After adding six new clinic exam rooms, orthopedic surgery, digital mammography, expanding the pharmacy, and moving billing and wellness departments off-site in 2013, the medical center’s facility is at capacity and cannot expand without building new space to meet community need.

With clear evidence of the medical center’s need for more space and forecasts of the community’s growth over the next 10 years, the medical center began investigating expansion options. After conducting a series of design charrettes and community forums, the medical center expansion team embarked on an RFP process to select a design-build team for the project. Boulder Associates and GE Johnson were chosen as the architect-contractor team to lead the design and engineering effort. From water and energy conservation to healthy building materials and day lighting, the new facility will be a vibrant space for patients, families, and employees.

Pagosa Springs Medical Center is building a new primary care center for our growing community.

Be part of making this important project happen.

Donate today at drmaryfoundation.org
970.585.1410

Upcoming Milestones

Groundbreaking September 2015
Ribbon cutting September 2016
OPTION H-2  SITE PLAN/DEVELOPMENT SUMMARY

Description
- Two-story building at southeast corner of hospital
- New front entry to hospital with connection to new clinic
- Specialists on second floor
- Second floor shell space

Outpatient Clinic
- 24,000 sf

Hospital Expansion
- Front Entry – 2300 sf
- Expansion - 6500 sf

Existing Clinic
- Optional remodel – 8700 sf

Site Work
- 220,000 sf
The Dr. Mary Fisher Medical Foundation

The Dr. Mary Fisher Medical Foundation is a tax-exempt 501(c)(3) nonprofit, which incorporated in 1959. The foundation’s sole purpose is to assist, benefit, and support the Upper San Juan Health Service District in its effort to improve medical services through the Pagosa Springs Medical Center. The foundation works in partnership with a community of givers to support primary care, health and wellness programs, and expansion of services critical to meeting the community’s growing healthcare needs. A total of $533,021 was raised in 2014 from individuals, foundations, businesses, and corporations. This does not include state and federal government grants.

In 2014, the Dr. Mary Fisher Medical Foundation focused its fundraising efforts on a capital campaign to fund the first phase of a three phase campus expansion, as approved by the Upper San Juan Health Service District (USJHSD) board of directors.

2014 Audited Financials

Dr. Mary Fisher Foundation Schedule of Revenues and Expenses
Six months ended December 31, 2014

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Pagosa Springs Medical Center</th>
<th>Foundation General Fund</th>
<th>Total</th>
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</thead>
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<td>Contributions</td>
<td>$ 980,775</td>
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<td>Special events</td>
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<tr>
<td>Investment income</td>
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<td><strong>Total revenues</strong></td>
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<table>
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<tr>
<th>Expenses</th>
<th>Pagosa Springs Medical Center</th>
<th>Foundation General Fund</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Contributions to PSMC</td>
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<td>-</td>
<td>140,759</td>
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<tr>
<td>Special event expenses</td>
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<tr>
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<tr>
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<td>9,302</td>
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<tr>
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<td>22,676</td>
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<tr>
<td>Postage and printing</td>
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<td>5,326</td>
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<tr>
<td>Depreciation</td>
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<td>716</td>
<td>716</td>
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<tr>
<td>Charges and fees</td>
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<td>952</td>
<td>952</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>143,200</td>
<td>62,519</td>
<td><strong>205,719</strong></td>
</tr>
</tbody>
</table>

| Excess of revenue over (under) expenses | $ 837,575 | $(22,011) | $815,564 |

Dr. Mary Fisher Medical Foundation
Board of Directors
Lisa Scott
Kate Alfred
Gerald Baker
Judy Cole
Marion Francis
Thank you for making us better.

Our deepest gratitude to all who have donated and supported the success of Pagosa Springs Medical Center,

Dr. Mary Fisher Medical Foundation Board of Directors


Upper San Juan Health Service District Board of Directors

Our deepest gratitude to all who have donated and supported the success of Pagosa Springs Medical Center,
Thank you for making us better.
Thank you for making us better.
Thank you for making us better.

Contact

PAGOSA SPRINGS
Medical Center

95 S. PAGOSA BLVD | PAGOSA SPRINGS, COLORADO 81147

facebook.com/pagosaspringsmedicalcenter

Emergency 911

24/7 Emergency Department 970.731.3700

Hospital + Lab 970.731.3700

Surgery + Orthopedics 970.585.1445

Primary + Urgent + Pediatric 970.731.9545

Wellness 970.731.1533

Billing 970.585.1405

Development 970.585.1410