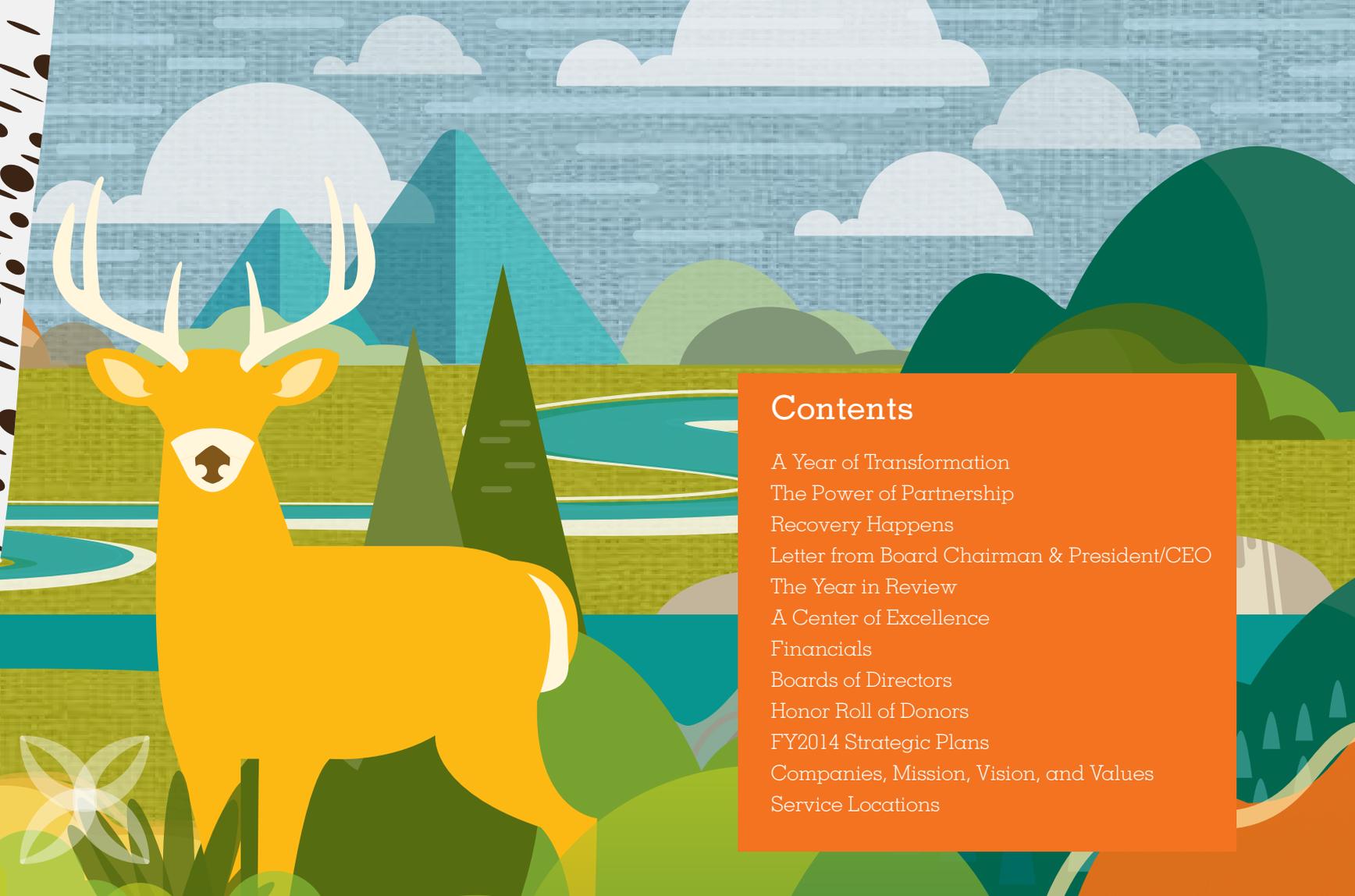




Annual Report
Fiscal Year 2013
July 1, 2012 - June 30, 2013

Mind Springs Health & West Springs Hospital
FORMERLY KNOWN AS COLORADO WEST, INC. & AFFILIATES



Contents

A Year of Transformation

The Power of Partnership

Recovery Happens

Letter from Board Chairman & President/CEO

The Year in Review

A Center of Excellence

Financials

Boards of Directors

Honor Roll of Donors

FY2014 Strategic Plans

Companies, Mission, Vision, and Values

Service Locations



A Year of Transformation

Fiscal Year 2013 will be remembered as a year of preparation and transformation for us.

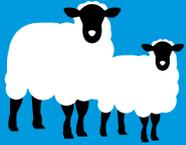
Change is good. After 40 years of doing business as Colorado West, it is time for that change. We are a much different organization than the one that started in Grand County in 1972; also much different from the organization President & CEO Sharon Raggio joined a mere 5 years ago.

With renewed financial stability, we built upon the strengths of the former Colorado West, Inc., Colorado West Regional Mental Health and Colorado West Psychiatric Hospital in preparation for a complete brand renovation. We added new services, treatment options, and respected new clinical and leadership staff.

We facilitated access to the best treatment in the state, at the lowest cost in the state. We served more clients - both insured and uninsured - upgraded systems, improved outcomes and expanded our community presence. You will find examples of all of these accomplishments throughout this Report.

We are pleased that through our success and willingness to share our thought leadership with mental health care professionals across the nation, we are laying the groundwork to become recognized as a genuine Center of Excellence. Upon Fiscal Year 2013's conclusion, we completed the process of better reflecting our new focus, stature and position as an inspirational resource with yet another transformation - changing our names and doing business as Mind Springs Health and West Springs Hospital.





The Power of Partnership

Whether it be joining with clients or colleagues, collaborators or constituents, the successes we have experienced could not have happened without the valued partnerships, associations and people we celebrate and nurture daily.

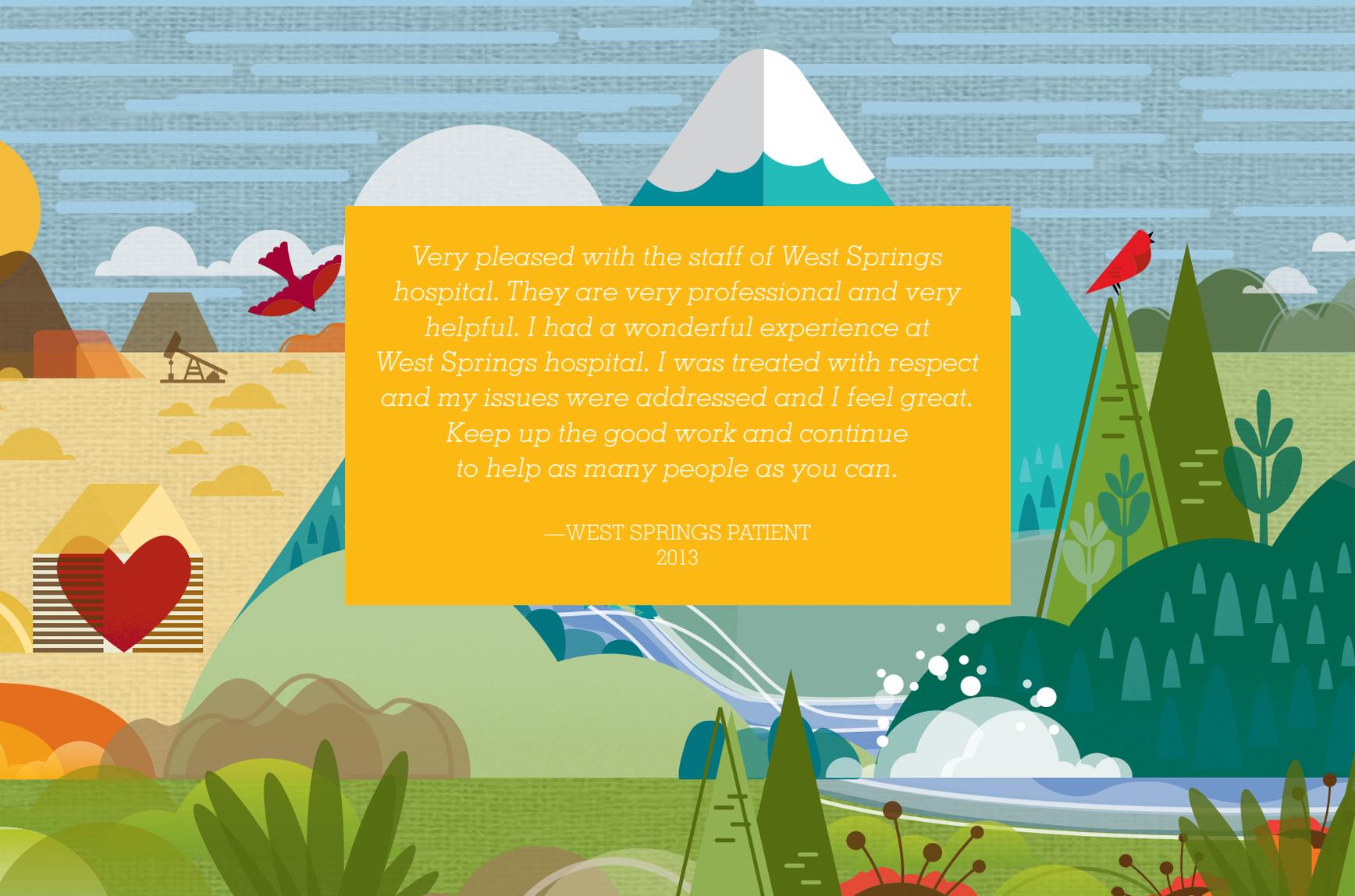
Imagine, chronically ill people improving their physical health by using behavioral health techniques. 'Super users' of hospital emergency rooms decreasing their utilization by over 400%. High-risk primary care patients having support systems come to them in their home.

Through the power of partnerships, these are some of the things happening every day in the world of Mind Springs Health.

Unique in our state, Mind Springs Health's Integrated Community Care Team is a true collaboration amongst multiple Routt County health care organizations, representing both physical and mental health. By providing behavioral health AND health behavior-focused services, the Community Care Team has effectively improved residents' whole-health outcomes while reducing inappropriate use of hospital emergency rooms, inpatient stays and non-essential primary care visits. It has become a win-win-win for all. Patients' whole health and wellness improves, unnecessary drain on an already-taxed health care system reduces and everyone saves money.

This program came to life via a shared community goal of impacting whole-person health while decreasing inappropriate utilization of Steamboat Springs' health care providers & system, and stands as a shining example of an effective & committed relationship amongst diverse health care entities—Mind Springs Health, the Colorado Health Foundation, the regional hospital Yampa Valley Medical Center, the regional care collaborative organization Rocky Mountain Health Plans, the federally-qualified health center Northwest Colorado Visiting Nurse Association and all of Steamboat Springs' major primary care practices.

We are grateful for and value the partners in all of our initiatives.



Very pleased with the staff of West Springs hospital. They are very professional and very helpful. I had a wonderful experience at West Springs hospital. I was treated with respect and my issues were addressed and I feel great. Keep up the good work and continue to help as many people as you can.

—WEST SPRINGS PATIENT
2013



Recovery Happens

“Thank you for
giving me my
life back.”



It was being pregnant with her beautiful daughter Serenity that gave 20-year old Sydney A. the determination to seek a new beginning and break the chain of despair that had enveloped her family. Her grandmother had died from drug usage, as had her mother. Now Sydney was using drugs, a single mom already and in jail, facing a future she could too easily imagine, but no longer accept.

"I had nothing. My family thought I was dead. I didn't want to be the third generation to go from drugs or alcohol."

Thanks to a Mesa County judicial program, Sydney qualified to spend her jail time in rehabilitation at The Women's Recovery Center. At the Women's Recovery Center she was, for the first time ever, surrounded by support, love and hope. She was 6 months pregnant when she began to choose a different life for herself and her children. Serenity was born while Sydney was in the program.

"Sometimes you just can't do it by yourself. The counselors and the other women, they inspire me. We share our stories. They've helped me to be honest, grounded and learn to love myself. If I'm going through something I can say, 'hey I need some help'."

The Women's Recovery Center is the only women's-only rehabilitation program in Colorado where mothers and children can stay together during treatment, and this has been of great value and comfort to both Sydney and Serenity.

Being here with my daughter is fulfilling. I'm becoming a better mom. Women's Recovery Center brought me back to the mother I'm on earth to be. I can work and be a mother. It's not easy but now I know, with this support, I can get through anything.

It's scary where I'd be without Women's Recovery. I have a future now. I can be a beautiful, strong woman."

After graduating from the program this year, Sydney continues to stay at the Women's Recovery Center in the Transitional Living program. She has dreams and goals, and is working hard to to achieve them, starting with getting a car and a place of her own. Serenity continues to thrive.

Dear Friends,

Welcome to our new name and our new look! Colorado West will now be doing business as Mind Springs Health and West Springs Hospital to better reflect the progress we have made financially, clinically, operationally, and with deepened partnerships. Now is the time for a new name as we truly are a new organization with new competencies and relationships.

We'd like to share all that we are proud of at Mind Springs Health and West Springs Hospital.

Quality of Our Services We offer 25 Evidenced-Based Practices (EBPs) that behavioral health research indicates are effective. Fiscal Year 2013 brought same-day access to all of our 13 outpatient offices; significantly reduced time-to-psychiatric care for children, adolescents & adults, and engaged between 23-33% of people in our social detox programs – as compared to a state average of 3% – with treatment and sober living.

Patients Access to Care and Satisfaction with Our Services We serve all people who seek our assistance. In FY2013 this included a record total of 45% uninsured at outpatient offices and 30% in our hospital. Charity Care in our communities is an astounding 22% of client costs! Because we operate lean and efficiently, we are able to provide no-cost and low-cost services despite having few funds specifically allocated towards the uninsured.

The Results we are seeing for our Patients Among all Colorado community mental health centers, we have achieved the highest scores in the state for reducing symptom severity for the people we serve. This is for the second year in a row. And we do it at the lowest cost in the state.

Innovation in Behavioral Health Care We are a forward looking organization. We recently won a state award for our success in integrating behavioral health with physical health so people are treated in a way that connects body and mind, and improves communication between primary care and behavioral health providers. New community health workers' actively reach out to people with physical health illnesses, improving their care and saving costs. As Colorado has 40% less psychiatric beds for our residents than the national average, we are planning to expand West Springs Hospital and you will hear more to come about these new ideas.

Every day, Mind Springs Health and West Springs Hospital live the mission of providing access to quality mental health and substance abuse treatment, enhancing recovery and resilience in individuals, families and communities. We are pleased to have you get to know us better in this FY2013 annual report!

Sincerely,



Jerome Evans, PhD
Chairman of the Board



Sharon Raggio, LPC LMFT MBA
President and CEO





Mind Springs Inc., West Springs Hospital, and Mind Springs Health Year in Review

Mind Springs Inc.

(formerly Colorado West, Inc.)

- Recognized as #1 in reducing client symptom severity for a second straight year, according to the State of Colorado's Office of Behavioral Health
- Delivered the quality mental health care at the lowest cost in the State, according to the Colorado Behavioral Healthcare Council
- Served a record 16,107 individuals, +10% over FY2012
- Increased organizational net worth 18%
- Recruited and added 5 prescribing providers despite nationwide shortage, while welcoming our new Chief Medical Officer, Jules Rosen MD
- Increased Evidence-Based Practice treatments available to 25
- Chosen by The National Council for Behavioral Health as one of only 37 organizations nationwide to participate in their 2013 Trauma-Informed Care Learning Collaborative
- Facilitated Electronic Health Care Records in all 13 outpatient offices & 32-bed psychiatric hospital
- Designed & implemented a Data Warehouse supporting analytical decision-making
- Employee Giving Campaign funded new therapeutic resources for outpatient offices



West Springs Hospital

(formerly Colorado West Psychiatric Hospital)

- Welcomed our new Medical Director, R. Sanford Kiser MD
- Remained the only psychiatric hospital between Denver and Salt Lake City.
 - National average for psychiatric beds/100,000 people = 14
 - Colorado average = 10
 - Western Slope average = 6
- Introduced a comprehensive 'Family Guide', supporting patients, family and friends before, during and after hospitalization
- Had our busiest year ever. Struggled to help all those in need because all beds were full most days.
 - Regretfully, had a waiting list average of 10+ people/day in the 3rd Quarter
- Provided over 30,400 patient services, an increase of 51% over FY2012
- Provided more extensive services, with service hours increased 112% over FY2012

Mind Springs Health

(formerly Colorado West Regional Mental Health)

- Provided same-day walk-in access to all 13 Outpatient offices
- Created a centralized 24/7 toll-free Crisis Hotline 888.207.4004
- Decreased time to First Psychiatric Appointment by 80% for children, 41% for adults
- Responded to 8,800+ crisis calls, an increase of 25%
- Facilitated 2,300+ TeleHealth sessions
- Launched award-winning Integrated Community Care Team in Steamboat Springs
- Instituted a Bridge Clinic for smooth & effective hospital discharge transitions





Transformation into A Center of Excellence

In FY2013, awareness of our dedication to excellence grew across our western slope territory, the state of Colorado and the health care industry. We shared our expertise with those interested in learning more about creating healthy communities and health care organizations by piloting key initiatives, developing community outreach opportunities and expanding the vital Mental Health First Aid and Mental Health First Aid for Youth programs.

Pilot Programs and Thought Leadership

With innovative thinking, we were active partners in a number of cutting-edge pilot programs designed to impact behavioral health care on many levels.

These include collaborating with Rocky Mountain Health Plans in contributing to the development of a new Global Payment Model that includes mental health care, along with physical health care, for more comprehensive patient-centered treatment.

Having been selected by the National Council for Behavioral Health to be part of its 2013 Learning Collaborative, we began implementing Trauma-Informed Response and Care in all of our locations. Statistics say 90% of our clients have experienced trauma sometime in their lives. This forward-thinking care philosophy fosters the therapeutic experience and environment, enabling us to better address our clients' needs and leading to improved outcomes.

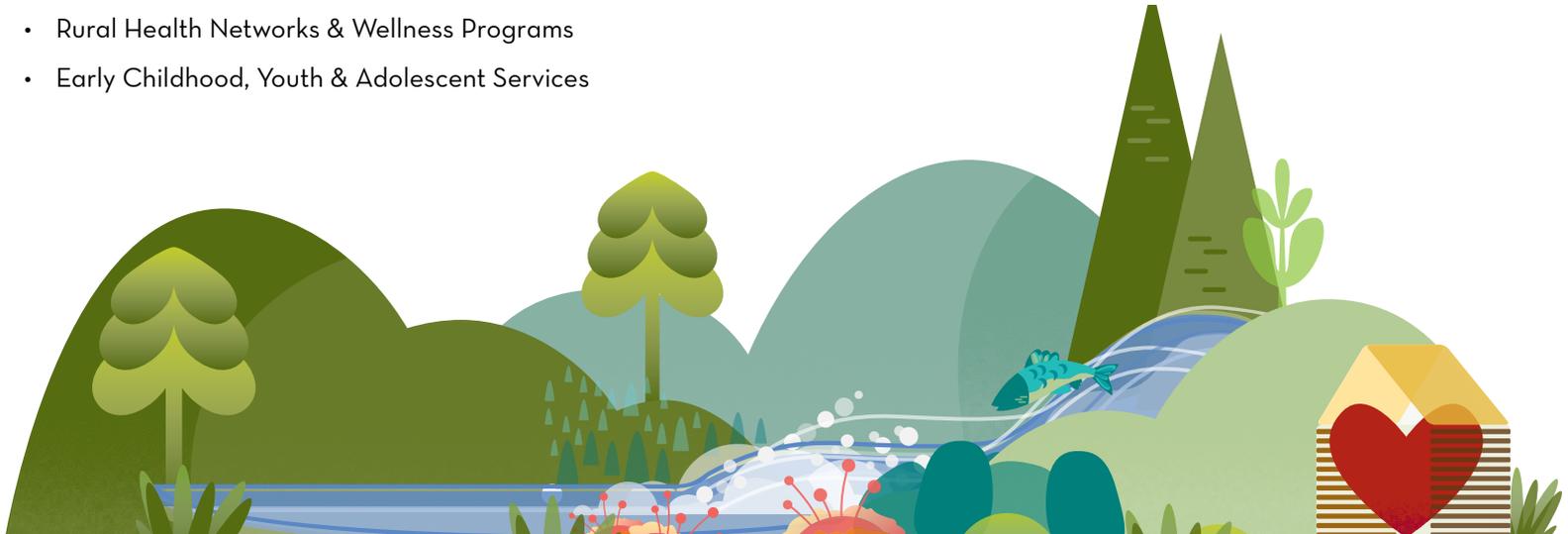
Our powerhouse partnership, the Steamboat Springs Community Integrated Care Team, is reinventing mobile mental health care by identifying those most needing behavioral change and supports, actively seeking them out and providing services where they may be, in the community or even at home.

DEEPENED PARTNERSHIPS mean GREATER ACCESSIBILITY and INTEGRATION

Early involvement increases the chances for better outcomes, and the more we can partner and collaborate with others to identify those in need, the better.

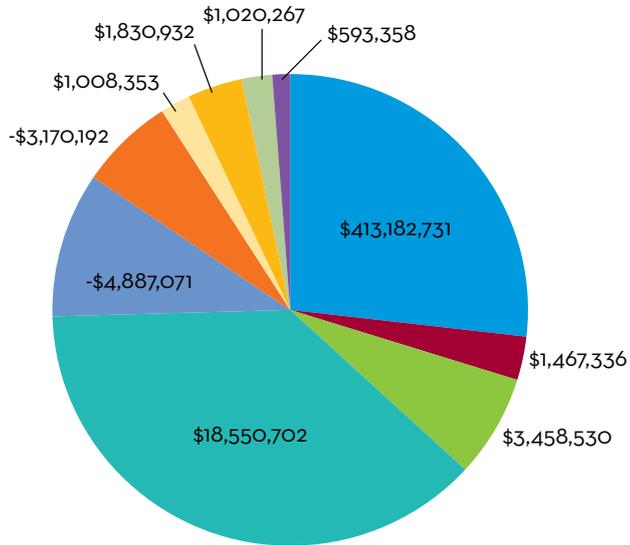
In addition to our hospital and outpatient offices, we team with critical partners to conveniently integrate and co-locate our services throughout the western slope in and with numerous:

- Primary Care Offices & Practices
- Medical Centers & Acute Care Hospitals
- Schools & Student Health Centers in all levels of education, from elementary to higher learning
- Health & Social Services Programs
- Law Enforcement & Court Systems
- Rural Health Networks & Wellness Programs
- Early Childhood, Youth & Adolescent Services



Financials

REVENUE
\$33,054,946



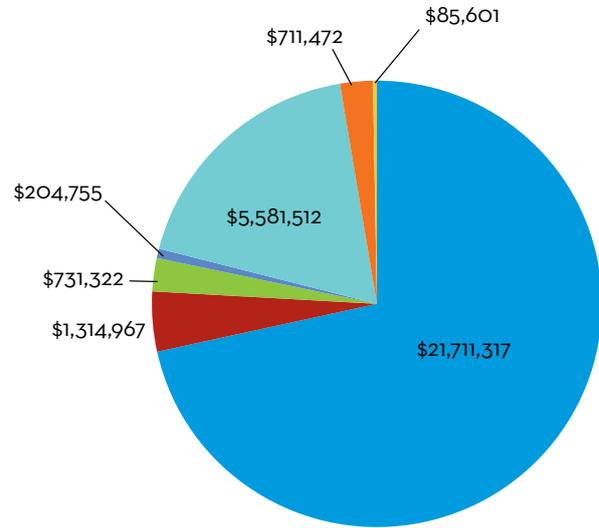
- Medicaid
- State Substance Abuse Contract
- State Mental Health Contract
- Client Fees & Insurance
- Charity Care Given
- Bad Debt Expense
- Public Support & Other Income
- Other Government Contracts
- Non-governmental Contracts & Other
- Property, Plant & Equipment Contributions

ENCOUNTERS increased 12% to 128,102
SERVICES increased 11% to 127,969
SERVICE HOURS increased 9% to 114,450
CRISIS SERVICES increased 25% to 8,861

3 Most Common Diagnoses

- Alcohol Abuse
- Depressive Disorder
- Post-Traumatic Stress Disorder

EXPENSE
\$30,340,946



- Personnel Costs
- Client Related
- Occupancy
- Professional Fees
- Operating
- Depreciation
- Financing Costs



Served a Record
15,980 people
+10 % over FY2012



Boards of Directors

We are guided by 3 boards, with the separate governance for outpatient offices and the hospital reporting to the Mind Springs Inc. Board of Directors

Mind Springs Inc.

(formerly Colorado West, Inc.)

Buzz Binder, Chairman & Treasurer

Jerome Evans PhD, Vice-Chairman

Stan Hilkey, Secretary

Sharon Raggio, President & CEO

Dennis Bruens

Jon Peacock

Tracey Samdahl

Brad McCloud

Mind Springs Health

(formerly Colorado West Regional
Mental Health)

Jerome Evans PhD, Chairman

Magda Vossler, Vice-Chairman

Mark McCabe, Secretary & Treasurer

Sharon Raggio, President & CEO

Karen Wyatt MD

Nora Fryklund

Stan Hilkey

Carl Walker

Jeanette Darnauer

West Springs Hospital

(formerly Colorado West
Psychiatric Hospital)

Buzz Binder, Chairman & Treasurer

Sarah Place, Vice-Chairman

Mike Stahl, Secretary

Sharon Raggio, President & CEO

Jon Gordon

Tim Grimsby

Tom Fisher

Carol Skubic

Bill Noel



Management Team

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President & CEO

Bonnie Wasli
Chief Financial Officer

Kim Boe, ACHE, MM, HRM
Vice President, Hospital

Tish Starbuck, RN, MHA, ACHE
Vice President,
Mental Health Center

Jules Rosen, MD
Chief Medical Officer

Suzanne Sloan
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Chriss Flynn
Director of Marketing

Shaun Charles
Director of Information Technology

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Director of Quality & Compliance

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Regional Director

Krista McClinton, MS, LPC
Regional Director

Michelle Hoy, MA, LPC, CAC III
Regional Director



Honor Roll of Donors

Our donors have played a vital role in the transformation of Colorado West.

They have recognized the importance of the work we do and it is equally important that we acknowledge their generous contributions. Mind Springs Health & West Springs Hospital sincerely thank the generous individuals, businesses, foundations and organizations who made contributions to us this past fiscal year July 1, 2012 to June 30, 2013.



HEROES

\$25,000 and above

City of Aspen
City of Grand Junction
Colorado Health Foundation
Colorado Rural
Health Center
Eagle County Government
El Pomar Foundation
Garfield County Human
Service Commission
Moffat County United Way
Pitkin County Healthy
Community Fund
Routt County Human
Resource Council
Routt County United Way
Vail Valley Cares

CHAMPIONS

\$10,000 - \$24,999

Bacon Family Foundation
Moffat County United Way
Rio Blanco County Board
of Commissioners
The Summit Foundation

GUARDIANS

\$5,000 - \$9,999

Berenice Gates Hopper
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Craig Scheckman
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Mesa County United Way
Meeker Human Resource
Council
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Temple Hoyne Buell
Foundation
The American Foundation
Town of Breckenridge
Robert Wamsley
Yampa Valley
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LEADERS

\$1,000 - \$4,999

Lucy Canestorp
City of Glenwood Springs
The Denver Foundation
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Sharon M. Raggio
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Town of Frisco
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\$500 - \$999

Aspen Community Foundation
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\$250 - \$499

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Connor Widener
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MESSENGERS

\$100 - \$249

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Karen Birmingham
Kim Boe
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Maxillofacial Surgery
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Up to \$99

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Colette Zolg Rosquist

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Avalanche Ranch
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Ducey's Electric Inc.
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Nora Fryklund
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The Hotel Colorado
Joan Larsen
Mark McCabe
Shellie Miles
Moffat County Human
Resource Council
Billy & Keri Morrison
Jon Peacock

W.C. Striegel, Inc.
Summit Canyon
Mountaineering
Target
Carol Viner
Magda Vossler
Nancy Willis
Karen Wyatt, MD

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In Honor of Anne
Jeanette Koenig

**In Honor of
the Wasli Family**
Tish Starbuck

**In Memory of
Bob Stewart**
Chriss Flynn

**In Memory of
Brad Bacon**
Stephen Bacon

**In Memory of
Craig Shearwood**
Carl & Jean Koizumi

**In Memory of
Michael Hartman**

Barbara Milburn

**In Memory of
Robert Bershenyi**

Marcia Bershenyi

**In Memory of
Thomas Allen III**

Thomas Allen

**In Memory of
Ralph Sauthoff**

Anonymous

Judy Betz

Mathilda Betz

Wayne & Charlene Betz

Lyndon & Jan Herrstrom

Tom & Mary Lou Huling

Cydney Medford

Kenneth Nolte

Larry & Elizabeth Pittsley

Hal & Judith Sager

Martha Sauthoff

Ardith Siegrist

Wayne & Barbara Sturgeon

Jon Westerlund

**In Memory of
Soren Klanderud**

B.J. & Michael Adams

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We strive to recognize our donors accurately and in accordance with individual preferences. Please inform us of any errors and accept our apologies for any oversight.



Being an incest survivor with PTSD, I had often found myself in the role of a victim with little power with boundaries. I found the strength to leave another abusive male. And have solid boundaries. I now have the much needed tools to spot and stay away from negative people. I can say "NO" when I need to. My self-esteem has increased 80% during my treatment. All these things together I am now much happier. I have good goals. And feel my time with Leta (clinician) was a gift from God. I will use the tools I need that Leta helped me find. I will miss her, but part of her will stay with me. Over the years I feel Leta has helped me the most.

—MIND SPRINGS HEALTH CLIENT
2013

Strategic Plans for Fiscal Year 2014

Building on the momentum achieved in FY2013, we have identified several initiatives which will enhance our ability to meet critical community needs, expand our quality services and operate even more effectively.

- **Meeting Community Need** for increased/improved behavioral health, crisis services and psychiatric beds with redesigns to our offices, particularly in Mesa County where we look to add crisis beds and an inhouse pharmacy as well as lay the groundwork for future expanded in- and outpatient services.
- **Building Sanctuary**, a philanthropic and fundraising initiative to underwrite improvements/expansion.
- **Continued Innovation & Integration** with physical health care continuum. Launch & provide training protocols for award-winning Integrated Community Care Team and community health workers in additional counties.
- **Staff Engagement/Development/Retention.** Our employees are our finest asset. We will continue attract the best and invest in education opportunities, improving benefits and employee appreciation.
- **Rebranding & Marketing** will come to full fruition with the new names, look, upgraded responsive design website, promotion, public relations & social media plans to build awareness of our stellar services and staff.





Colorado West, Inc.



Our name has changed but our mission, vision, and values remain the same

Colorado West, Inc & Affiliates

Colorado West Regional Mental Health, Inc.

Colorado West Psychiatric Hospital, Inc.

Colorado West Asset Management, Inc.

Mission

To provide access to quality mental health and substance abuse services, enhancing recovery and resilience in individuals, families and communities.

Vision

We envision health and wellness in our communities.

Values

- Strength created through local Partnerships, with Collaboration and Education
- Integrity and Accountability in all we do
- Outcomes-Driven
- Responsible Financial Stewardship
- Leadership in Physical & Behavioral Health Care
- Culture of Trauma Informed Care
- Focus on exceptional Customer Service

D|B|A EFFECTIVE SEPTEMBER 2013



MIND SPRINGS *health*

The transformation of
Colorado West Regional Mental Health

MindSpringsHealth.org



WEST SPRINGS *hospital*

The transformation of
Colorado West Psychiatric Hospital

WestSpringsHospital.org

Our 13 Western Slope Locations



WEST SPRINGS hospital
IS THE ONLY
PSYCHIATRIC HOSPITAL
between Denver and
Salt Lake City



Aspen	0405 Castle Creek Rd	970.920.5555
Craig	439 Breeze St	970.824.6541
Eagle	137 Howard St	970.328.6969
Frisco	360 Peak One Dr	970.668.3478
Glenwood	6916 Highway 82	970.945.2583
Granby	480 E. Agate Ave	970.887.2179
Grand Junction		
Outpatient	515 28 ¼ Rd	970.241.6023
Hospital	515 28 ¼ Rd	970.263.4918
Women's Recovery	2800 Riverside Pkwy	970.245.4213
Oasis Clubhouse	450 Ouray Ave	970.241.6099
Meeker	267 6th St	970.878.5112
Rangely	17497 W Highway 64	970.675.8411
Rifle	796 Megan Ave	970.625.3582
Steamboat Springs	407 S Lincoln Ave	970.879.2141
Vail	395 E Lionshead Cir	970.476.0930
Walden	350 McKinley St	970.723.0055



Same-day walk-in
 appointments
 available at our 13 locations

24/7 Crisis Line
 888.207.4004

23,000 square mile service area covering:

Eagle • Garfield • Grand • Jackson • Mesa
 Moffat • Pitkin • Rio Blanco • Routt • Summit



MIND SPRINGS *health*

The transformation of
Colorado West Regional Mental Health

MindSpringsHealth.org



WEST SPRINGS *hospital*

The transformation of
Colorado West Psychiatric Hospital

WestSpringsHospital.org

