Our home enjoys an overabundance of the best the world offers. Unrivaled scenic splendor. The rhythmic unveiling of each unique season. A richness of natural resources. People who see beyond their own interests to serve the greater good. And, if we may risk modesty to say so, healthcare services that exceed expectations. We at Bozeman Deaconess Health Services strive every day to provide a level of service worthy of the place we, too, call home. It would be difficult, we believe, to live and work in the presence of such perfection and not be inspired to aspire. Like most large organizations, we paper our walls with documents like Mission Statements, Vision Statements, Core Values, and so on. But it all comes down to this—being worthy of the people with whom we share this marvelous place. Our approach to the task is summed up in a few simple words: doing all we can to improve the health of the community by providing Marvels of Modern Medicine. Every day, we work and plan to provide health care and related services that encompass the best of medical science and technology, the marvels of modern medicine; treatments and procedures few communities of our size—or even those much larger—can claim. Study, please, this Progress Report for information on how Bozeman Deaconess Health Services makes good on our promise to provide medical marvels to you—our community.
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Marvels of Modern Medicine
Making the Quality of Life in Gallatin Valley Even Better
Today’s latest technological tools.

Computers are ever-present today, and health care is no exception. Several medical marvels based on computer technology offer direct improvements in patient care; others, some behind the scenes, have less direct but equally important effects. One of our most important developments is the implementation of a community-wide electronic health record. Under the leadership of Dr. Joseph Sofianek, a coalition of health care and technology practitioners from throughout Gallatin Valley planned and developed—and are implementing—a computer and web-based system to manage medical records of every patient. Safe, secure, and instantly accessible to authorized users, electronic health records offer greater opportunities for collaboration and consultation, improve diagnostic capabilities, and provide better treatment planning tools. At present, some one hundred medical providers throughout the area, as well as Bozeman Deaconess Hospital, are part of the system.
Computerized medication management at the hospital means our patients now enjoy increased accuracy and safety. Called “Omnicell,” the new system includes an individual profile of every patient, regularly reviewed by hospital pharmacists.

The possibility of error is reduced, the system scans for harmful drug interactions and allergies, much paperwork is eliminated, and inventory control is improved.

Digital technology has changed the very nature of diagnostic imaging. Even medical x-rays, useful for more than a century, have entered the computer age. The system improves clarity, allows images to be manipulated for improved viewing, and even uses computer programs to process images to aid doctors in making a diagnosis.

Other imaging improvements include installation of the area’s first wide-bore CT scanner. The 4D Lightspeed RT CT scanner’s high-resolution images are especially useful in clearly defining organs and tumors, which aids in planning radiation therapy for cancer patients.

The quality and resolution of Magnetic Resonance Imaging, or MRI, scans also improved with the addition of surface coils that provide greater detail of localized areas of the body. Other improvements in MRI technology allow better interpretation of breast, vascular, and other scans.
Technological advances in Bozeman Deaconess Hospital’s laboratory include implementation of a computerized “ThinPrep” imaging system to detect cervical cancer—the first of its kind in Montana. 

Pattern-recognition software tied to an automated microscope flags suspicious cells for analysis by laboratory technicians. Advanced systems for handling specimens, which communicate directly with laboratory instruments, increase efficiency and provide automatic backup.

New communications technology in our Emergency Department allows some heart attack patients to bypass the Emergency Department altogether. EKG readings, taken in the field by paramedics, are transmitted to doctors in the Emergency Department who, when analysis merits, ready the Cardiac Cath Lab to treat the patient.

Ambulance workers deliver the patient directly to the Cath Lab for life-saving procedures, saving time and heart muscle in the process. Bozeman Deaconess Hospital is the first in Montana to utilize this system.

Advances in video technology allow gastroenterologists more and better options in diagnosing disorders of the digestive system. New video processors provide sharper, more detailed images from endoscopy procedures. The “Pill Cam,” a tiny camera the size of a vitamin capsule, is swallowed by the patient, then transmitted thousands of high-quality color images as it makes its way through the intestinal tract.
Other new marvels of modern medicine.

Advances in cancer care occur almost daily, whether in education, prevention, diagnosis, or treatment. The new Bozeman Deaconess Cancer Center makes the latest research, knowledge, and treatment available to our community. Radiation therapy, chemotherapy, and hematology are available, all under the direction of cancer specialists in a relaxing, comfortable Center. New to the community is a Cancer Center pharmacist who specializes in cancer care and pain management for our patients. A financial case manager, along with our oncology social worker, help patients cut through red tape so they can focus on treatment and feeling well, rather than anxiety.

A rising sun in Gallatin Valley shines hope on a new day. The dependable warmth and illumination offered by this celestial body is at once ancient and yet still a modern marvel.
Related developments include our new coordinated Wound Clinic, which may involve hyperbaric treatments among its services. The new hyperbaric chamber creates a pressurized, pure-oxygen environment that hastens healing of slow-healing wounds, whether from diabetes, surgery, cancer, or other causes. Carbon monoxide poisoning, bacterial infections, lymphedema, burns, and frostbite are also treated in the chamber.

Laboratory services have taken a giant leap into the future at our new facility in the Highland Park 4 building on our campus. It features the most modern specimen processing equipment available. Technological improvements, including bar-coding for safe and secure identification of specimens, and computerized systems that integrate with electronic health records, are also included in our new lab.

Cardiologists now perform minimally invasive percutaneous coronary interventions in the Bozeman Deaconess Cardiac Cath Lab. Tiny balloons push plaque aside. Small wire mesh tubes called stents support artery walls restoring blood flow. A ‘hole in the heart’ used to rely on open heart surgery; today cardiologists at Bozeman Deaconess repair the congenital heart defect with an occlusion device that’s delivered on a thin catheter threaded to the heart from blood vessels in the groin.
Total Joint Education
Camps were implemented to assist patients preparing for discharge following joint injury replacement surgery.

Medical experts from related specialties teach exercise and care techniques to promote healing and prevent further injury.

Our rehabilitation specialists started a program to assess the driving ability of patients with a variety of conditions. Possible problems stemming from brain injury, deteriorating vision, neurological conditions, injuries, amputations, and age are assessed.

Instruction, training, and recommendations for special equipment or vehicle adaptations are also available.

Music is an ancient art that is increasingly understood as a marvel of modern medicine. That’s why Bozeman Deaconess Hospital added a certified music therapist to our Hospice & Palliative Care team. Relaxation, emotional release, improved brain activity, and diversion from pain often result from a clinically sound program of music therapy.
Advances in patient safety.

Patient safety has been emphasized nationwide over the past few years, and Bozeman Deaconess Hospital has enthusiastically participated, making improvements wherever necessary, and seeking out ways to further protect our patients. Certain abbreviations, once commonplace on medication orders, were found to be too easily misunderstood. Those abbreviations were systematically replaced with safer alternatives, leaving less chance for medication errors.

Intensive Care Unit nurses and respiratory therapists implemented new guidelines for treating cardiac arrest, responding to warning signs rather than actual arrest, improving the survivability rate among patients.

Our ICU nurses and respiratory therapists follow guidelines that improve a patient's survivability rate.
Fighting infection, which can be passed from patient to patient in a hospital, can be as simple as hand washing. Everyone who works at Bozeman Deaconess Hospital is reminded repeatedly with a concerted internal communications campaign of the importance of frequent hand washing. Additionally, anti-bacterial gel dispensers are installed throughout our facilities to erect a further barrier against infections.

Department managers implemented monthly meetings to exchange information and advice about improving patient safety, and to report successes and areas requiring more improvement to administrators and the Chief Medical Officer.

The hospital also made it possible for the community to track our progress and performance. A report card measuring several areas—including heart attack, heart failure, pneumonia, surgical care, and infection prevention—is posted on our web site, located at bozemandeaconess.org/quality.

October was “Vaccine Vigilance Month” at Bozeman Deaconess Hospital. The Quality Management department sponsored the “V is for Victory” competition to improve inpatient vaccination rates and prevent illness.
Doctors find Bozeman as alluring as the rest of us. As a result, Bozeman Deaconess Hospital welcomed eight new physicians (two anesthesiologists, two family practitioners, a hospitalist, an orthopedic surgeon, an OB/GYN, and an otolaryngologist) in 2006. During 2007 our staff grew again, with twenty-seven doctors and other health professionals joining the staff. This includes three OB/GYNs, two anesthesiologists, three family medicine specialists, a diagnostic radiologist, a neurologist, a radiation oncologist, an interventional cardiologist, an emergency physician, a pathologist, a pediatrician, a hospitalist, an orthopedic surgeon and sports medicine specialist, and a pediatric dentist. New health professionals included two nurse practitioners specializing in geriatric medicine, hospice care, and diabetes management, two physician assistants specializing in adult medicine and orthopedic surgery, and two acupuncturists.

Bozeman Deaconess Hospital added the “Hospitalist” specialty to our Medical Staff. These doctors are based in the hospital, and are responsible for caring for patients while in the hospital, coordinating with each patient’s primary care physician in planning and delivering treatment. Hospitalists have expertise in complex medical care. They manage post-surgical complications and inpatient disorders like sepsis and congestive heart failure.
When it comes to the health of our community, Bozeman Deaconess Hospital continually reaches out to others for support, improvement, and cooperation. Wherever we see opportunities to improve our service, and to help other health-care providers improve their services, we form relationships and establish alliances with the goal of improving the health of the community.

Bozeman Deaconess Health Group was established by the hospital to ensure physicians important to the community are available. Internal Medicine Associates, Hematology & Oncology Associates, and Robert A. Hathaway Internal Medicine were the first clinics to join the Health Group. The Health Group also offers numerous management services to doctors, and works with the hospital to establish good relationships with physicians and provide the facilities and services necessary for top-quality medical care. In 2007 the physicians of Big Sky Women’s Specialists joined the Health Group, as did J. Bruce Robertson, MD, of Bozeman Urological Associates, and Timothy Adams, MD, and Keven Comer, NP, of Bridger Internal Medicine.

Among other developments related to Bozeman Deaconess Health Group was the creation of a new Medical Services Organization. Many administrative chores faced by community physicians—such as medical transcription, billing, insurance coding, practice management, and strategic planning—are provided by the “MSO” allowing the doctors to devote more time and attention to patient care. Increasing demand for outpatient surgery led Bozeman Deaconess Health Services to become part owner of Rocky Mountain Surgical Center. The hospital and Intercity Radiology also partnered on the new Advanced Medical Imaging Center. Seeking to improve support and educational services for our cancer patients and their loved ones, we also initiated a partnership with The Wellness Community–Montana.

Nature is always on the move, seeking to share its bounty far and wide while staying firmly rooted in the soil of its youth. We are committed to the people of the Gallatin Valley.
While Bozeman Deaconess Hospital is confined by walls and ceilings, our relationship with people in the Gallatin Valley knows no limits, no boundaries. We routinely seek out opportunities to participate in community events and activities, and respond to requests for involvement.

Some of the events here originate within the hospital; others are the creations of groups to which we lend support. Among the many events and activities we were involved in are the annual Health Fair, regular blood drives, monthly Health and Wellness Forums at the hospital, and publication of Health News—a community newspaper distributed to virtually every household in Gallatin Valley.

We were also enthusiastic participants in or sponsors of Community of Caring Campaigns, Cancer Survivor’s Day, American Cancer Society’s Relay for Life and Daffodil Days, Multiple Sclerosis Walk, St. Jude Radiothon, Love Inc., Greater Gallatin United Way’s Born Learning Campaign, Center for Cancer Support, SHARE, Safe Kids Safe Communities, food drives and other programs for Gallatin Valley Food Bank, Women’s Expo, Kids Fest, Blue Jean Fridays, Bike Rodeo and Safety Day, Cody Dieruf Foundation Benefit sponsor, “Take 5, Save Lives” campaign, Arthritis Walk in honor of Dr. George Saari, and “The Night Harry Stopped Smoking” public school presentations.

Other items of note include a grant to Community Health Partners to assist in applying for pharmaceutical industry programs, funding the program director for The Wellness Community cancer support program, and donating five acres of land for the Gallatin Mental Health Center.
Caring for one and all.

As a not-for-profit tax-exempt hospital, it is our obligation to provide care for all who come to us, including providing financial assistance, if needed. Charity Care is provided when a patient's financial resources are not sufficient to pay for the healthcare services they received.

The amount of charity care provided in 2007 was more than $2.2 million compared to $1.9 million in 2006.

In addition to the Charity Care provided to individuals, we also provide financial support to Community Health Partners Gallatin Community Clinic.

The Gallatin Community Clinic provides services to patients who might not seek treatment until their condition has worsened. Offering healthcare services in an affordable, convenient location improves the overall health of our community.

Adding up all community benefits provided in 2007 totals an impressive $11.6 million dollars. That's over $4 million more than in 2006.
Bozeman Deaconess Hospital passed a major milestone in 2006, marking twenty years “on the hill” overlooking (and watching out for) our community. We’ve grown with you throughout the period, and recent years have witnessed the construction of new buildings, renovation of others, and the addition of many services. Of particular importance for a healthcare organization was the implementation of a campus-wide “No Smoking” policy. To help maintain the health of the planet, our cafeteria also converted to biodegradable products.

The hospital is seeking recognition from the Joint Commission on Hospital Accreditation, a rigorous process that evaluates every aspect of performance. Additionally, we opened a Perioperative Services Unit to better prepare patients for surgery, and our Radiology-Surgery team performed its first peripheral atherectomy. Speaking of technologically advanced procedures, our cardiologists now perform catheter-guided procedures to correct congenital heart defects and heart disease. Bozeman Deaconess Hospital was also named a cutting edge “Total Hip Surgical Training Site.”

Over the years wide open spaces and clean clear air has kept old-timers and drawn new-comers to the Gallatin Valley. A striking sunset at the end of the day is just the icing on the cake.

Also worth noting.
As a larger percentage of the population become seniors, the need for healthcare close to home increases. Nearly fifty years ago Bozeman Deaconess responded to this growing need by constructing the newly re-imagined and expanded Hillcrest facility. Hillcrest now offers even more choices and better services to seniors. This neighborhood includes Aspen Pointe, featuring independent living, and Birchwood, an assisted living and respite/recovery care facility. Together, our little neighborhood houses over 120 seniors and employs some 70 full and part time staff. But we’re still growing.

Birchwood has 43 apartments with three square meals offered every day. Staff and security are provided 24 hours a day, every day, along with transportation, daily living assistance, and a full calendar of activities and social events. And for those recovering from surgery, illness, or temporary situations, quality respite care is available.

In November 2006, Aspen Pointe added 32 one- and two-bedroom independent living apartments for a total of 115 units. Amenities include fine dining, a library, broadband internet service, a salon, exercise room, and greenhouse, plus numerous programs and events.

The public’s desire for independent living near a healthcare facility has led to the creation of our latest neighborhood—The Knolls—Montana’s first active adult lifestyle community. Currently, 76 freestanding homes for people aged 55 and better are being constructed to the south of Hillcrest and west of Highland Boulevard. These homes became available for sale in 2008.

Finally, here’s an interesting fact: Hillcrest and its quality assisted living program are members of the American Association of Homes and Services for the Aging (AAHSA). A recent review of government statistics by AAHSA found that not-for-profit organizations had more hours of care per patient per day, invest more resources in patient care, and average significantly fewer deficiencies than for-profit homes.
As a community hospital, serving the public is at the top of our list of things to do. We’re accustomed to having our every move scrutinized. So it’s flattering when that scrutiny results in recognition. We’ll admit it—we’re proud of the people who work here and the work they do, and when that work is recognized with awards, acclamation, applause, or anything else favorable, we think it’s worth remembering.

Over the past couple of years, many, many of our people and departments have been singled out for honors. For instance, the night staff in Laboratory Services earned a “Swimming Upstream Award” from the DUI Task Force. Bozeman Deaconess earned a 2007 Five-Star Hospital Award for Community Value. Avatar International also recognized the hospital with the “Exceeding Patient Expectations in Loyalty and Endorsement” awards for the past two years; as did Mountain-Pacific Quality Health Foundation with the Quality Achievement Award. VHA, a nationwide network of community-owned hospitals, presented your community hospital with the 2006 Improvement Recognition Award.

In 2006, as part of our management team’s ongoing series of service projects in the community, Bozeman Deaconess Hospital personnel pitched in to assist the Belgrade Senior Center, Gallatin County Food Bank, and a Habitat for Humanity homebuilding project. And we were named the 2007 “Business of the Year” by Prospera Business Network.

Even our promotional materials earned special recognition in the Aster Awards, honoring Excellence in Medical Marketing, with a Gold Award for our “Health News” community newspaper and a Silver Award for our Sports Medicine/Physical Therapy Total Advertising Campaign.
Our purpose.

What is the point of sharing all this information? Well, we hope we’ve provided sufficient evidence of meeting our mission’s objective: “To improve community health and quality of life.” We feel fortunate to do this in our beloved and beautiful Gallatin Valley.

And just in case you’re not completely sure who and what Bozeman Deaconess Health Services is, here’s a quick overview:
We are a community-owned, not-for-profit health care organization. A community board of trustees governs Bozeman Deaconess Health Services.

As one of the largest employers in Gallatin County (and the largest private employer) Bozeman Deaconess Health Services has over 1,200 clinical and support staff and more than 185 medical staff physicians/health professionals.

That’s a whole lot of people working to make sure the marvels of modern medicine are delivered to you.
Facts, figures, and faces.

Welcoming new babies to the world is the most enjoyable thing that happens at Bozeman Deaconess Hospital. And, if the numbers are any indication, we’re enjoying it more and more. Here’s how many babies we’ve delivered, year by year.

<table>
<thead>
<tr>
<th>Year</th>
<th>Babies Delivered</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>&gt; 757</td>
</tr>
<tr>
<td>1999</td>
<td>&gt; 760</td>
</tr>
<tr>
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<tr>
<td>2005</td>
<td>&gt; 1051</td>
</tr>
<tr>
<td>2006</td>
<td>&gt; 1147</td>
</tr>
<tr>
<td>2007</td>
<td>&gt; 1245</td>
</tr>
</tbody>
</table>

Here’s a look at Bozeman Deaconess Hospital by the square foot and various other measures:

- **Hospital building:** 158,294 square feet
- **Highland Park 1:** 29,903 square feet
- **Highland Park 2:** 35,242 square feet
- **Highland Park 3:** 74,478 square feet
- **Highland Park 4:** 119,157 square feet
- **Parking Lots:** 580,403 square feet

- 86 licensed beds
- 185 medical staff
- 155 volunteers who contributed 12,873 hours

- 636 full-time employees
- 218 part-time employees
- 319 casual-call employees

- 23,270 emergency room visits
- 17,704 inpatient visits
- 132,288 outpatient visits
- 2,598 outpatient surgical visits

- 1,245 births in 2007
- 300 cardiac catheterizations
- 150 coronary interventions
- 101,388 inpatient laboratory procedures
- 1,205 inpatient blood bank procedures
- 206,828 outpatient laboratory procedures
- 439 outpatient blood bank procedures
- 5,599 inpatient EKGs
- 4,707 outpatient EKGs
- 158 Hillcrest Senior Living Community apartments
- 115 Aspen Pointe
- 43 Birchwood
Bozeman Deaconess Hospital is guided by a team of trustees, senior leaders, and managers whose primary goal is to help the people who work here provide the finest possible care for our patients.

**Board of Trustees, 2008:**
- Steve Johnson, Chair
- Robert Lehrkind, Officer
- Janet Colombo, Officer
- David Dickensheets, Officer
- Mary Pohl, Officer
- Dave McConnell
- John Robbins, MD
- Terry Cunningham
- John Murdoch
- Julie Jackson

_In memoriam:_
- Ken Spain, Officer

**Senior Leadership, 2008:**
- John Nordwick, President and Chief Executive Officer
- Gordon Davidson, Vice President, Finance, and Chief Financial Officer
- Liz Lewis, Senior Vice President, Operations/Legal
- Rick Ojala, Vice President, Senior Services
- Cheryl Ridgely, Vice President, Business Development, Marketing and Communications
- Bill Pfingsten, Vice President, Health Group

**Medical Staff Officers, 2008:**
- Bill Robinson, MD, Chief Medical Officer
- Vickie Groeneweg, RN MSN, MBA, Chief Nursing Executive
- James Loeffelholz, MD, Health Group Medical Director

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- Cheryl Ridgely, Vice President, Business Development, Marketing and Communications
- Bill Pfingsten, Vice President, Health Group

**Medical Staff Officers, 2008:**
- James Majxner, MD, Chief of Staff
- Brian Chamblee, MD, Vice Chief of Staff
- Robert Blake, MD, Secretary
A decade of philanthropy.

As a not-for-profit community hospital, Bozeman Deaconess Hospital isn’t seeking to make money. Nevertheless, doing what we do, and doing it well, requires a lot of it. Giving our community the benefit of the marvels of modern medicine requires capital for facilities, equipment, and people to deliver the services and perform the procedures.

In 2008, Bozeman Deaconess Foundation celebrated a decade of philanthropy. Since opening ten years ago, the foundation has raised nearly $10 million to improve health care in the Gallatin Valley.

These private funds are essential to ensuring financial stability and maintaining local, nonprofit ownership of our health care system. And for providing patients advanced care like the life-saving state-of-the-art digital mammography that became available in 2008 through Advanced Medical Imaging.

In addition, the foundation also builds endowment funds to offset declining reimbursements and fund expansion needs.

The bottom line is this: the people who provide those funds are as important to the community as any member of Bozeman Deaconess Health Services.

The names of our donors are listed in the following enclosure. Please join us in expressing our appreciation for all they do for us, and for you.
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Among the many events these private funds were essential to are anesthesia, financial viability, Gallatin Valley Medical Imaging, Valley Health Hospital, HHC, the Gallatin Valley Health Foundation, and the Comeback Campaign. We were also enthusiastic participants in or sponsors of Community of Caring Campaigns, Cancer Survivor’s Day, food drives and other programs for Gallatin Valley Food Bank, Women’s Expo, Kids Fest, Blue Jean Fridays, Bike Rodeo and Safety Day, Cody Dieruf Foundation Benefits, “Take 5, Save Lives” campaign, Arthritis Walk in honor of Dr. George Saari, and “The night Harry Stopped Smoking” public school presentations.

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Other items of note include a grant to Community Health Partners to assist in applying for pharmaceutical industry programs, remembrance of the late Drs. Robert K. and Robert F. Lineberry andpine for the Gallatin Valley Public Health Center.

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