

A N N I V E R S A R Y R E P O R T

20
YEARS





In just 20 years, our patients, employees and larger communities have worked together to change lives.

A Message from Peter S. Fine and Michael Garnreiter

Since Banner Health was founded 20 years ago, we've known that caring for people is at the core of all we do. We've worked tirelessly to heal patients, inside hospitals and out. We've endeavored to nurture future generations of physicians and nurses, so that people can find medical help where they need it, and when. We've helped communities grow by building new and innovative facilities and providing much-needed jobs.

What's amazed me is how much we've achieved in such a short time by working together. We now have a presence in six states and operate 28 acute care and critical access hospitals. We also operate Banner Health Network, Banner – University Medicine, physician groups, family clinics, pharmacies, hospice services and a nursing registry.

In the past decade alone, we've opened two new hospitals and acquired three medical centers. We have expanded—or are expanding—more than 10 facilities.

Talented, dedicated people have always been at the heart of Banner Health, and we've also grown as a team. Our organization is now more than 50,000 employees strong, including 2,000 physicians and advanced practitioners.

By working in partnership with others, we've made the places we live stronger and healthier. This includes our groundbreaking partnership with the University of Arizona in Phoenix and Tucson, which not only advances medical education and research, but also creates a pipeline of health care providers at a time when physician shortages in our country are acute.

In just 20 years, our patients, employees and larger communities have worked together to change lives. We've brought new lives into the world. We've helped those at the end of life leave this earth with grace and peace. And we've celebrated the milestones—which could even be finishing a last round of chemo—every step of the way. We've provided comfort and care to those who've come to us for help.

I'm proud of what we've built, and I know that we couldn't have accomplished all this alone. Together, we're working to bring our Mission to life: making health care easier, so life can be better. Together, we're working to help our communities—and the people who live in them—find relief, peace of mind and an opportunity to exhale.

Sincerely,



Peter S. Fine
Peter S. Fine, FACHE
President and CEO



Michael Garnreiter
Michael Garnreiter
Chair, Banner Health
Board of Directors

Contents



- 01 A MESSAGE FROM PETER S. FINE AND MICHAEL GARNREITER**
Reflections from our CEO and Board Chair
- 04 BANNER MOMENTS**
A visual timeline for our first 20 years
- 07 PEOPLE HAVE ALWAYS COME FIRST**
Unparalleled care is our daily mission

- 13 OUR TEAM MAKES THE DIFFERENCE**
More than 50,000 employees strong
- 18 COMMITMENT AND CARE FOR OUR COMMUNITIES**
Our strength comes from those we serve
- 22 CHARITABLE GIVING, A POWERFUL FORCE**
A bedrock of donations fuels all that we do

Banner Moments

Just a few milestones of growth, compassion and excellence from our first 20 years.



1999

Two nonprofits, Samaritan Health System and Lutheran Health Systems, merge to form Banner Health.

2006

The Banner Alzheimer's Institute opens in Phoenix, becoming a leading institute for Alzheimer's research, treatment and prevention.



2009

Cardon Children's Medical Center opens on the campus of Banner Desert Medical Center in Mesa, Arizona.

2008

Banner Health acquires Sun Health, creating Banner Boswell Medical Center, Banner Del E. Webb Medical Center and Banner Sun Health Research Institute

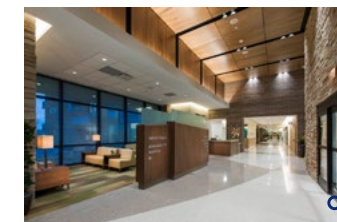
2012

Banner doctor Wilber Su performs the world's first atrial fibrillation ablation using a cryoballoon. (Physicians from around the world now travel to Banner to learn the procedure.)



2015

Banner opens its 26th acute care hospital, in Fort Collins, Colorado.



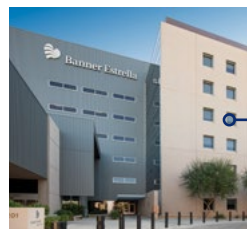
Banner acquires the University of Arizona Health Network



Banner - University Medical Center opens new, nine-story patient tower with expanded services and stunning views of Tucson and the Santa Catalina mountains.

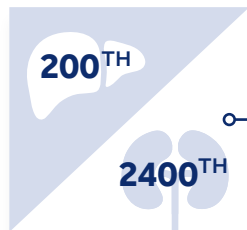
2019

Banner MD Anderson Cancer Center at Banner - University Medical Center Phoenix opens.



2005

Banner opens its first brand-new hospital, Banner Estrella Medical Center, in Phoenix.



That same year, Banner performs its 200th liver transplant and 2,400th kidney transplant.

2007

Banner doctors successfully deliver Arizona's first surviving sextuplets, at Banner Good Samaritan Medical Center in Phoenix.



2011

Banner Health and the University of Texas MD Anderson Cancer Center form a partnership, opening the Banner MD Anderson Cancer Center in Gilbert, Arizona.

2017

Banner doctor Scott Lick performs a double-lung transplant on an Arizona man. Two years later, he performs the same surgery on the patient's brother.

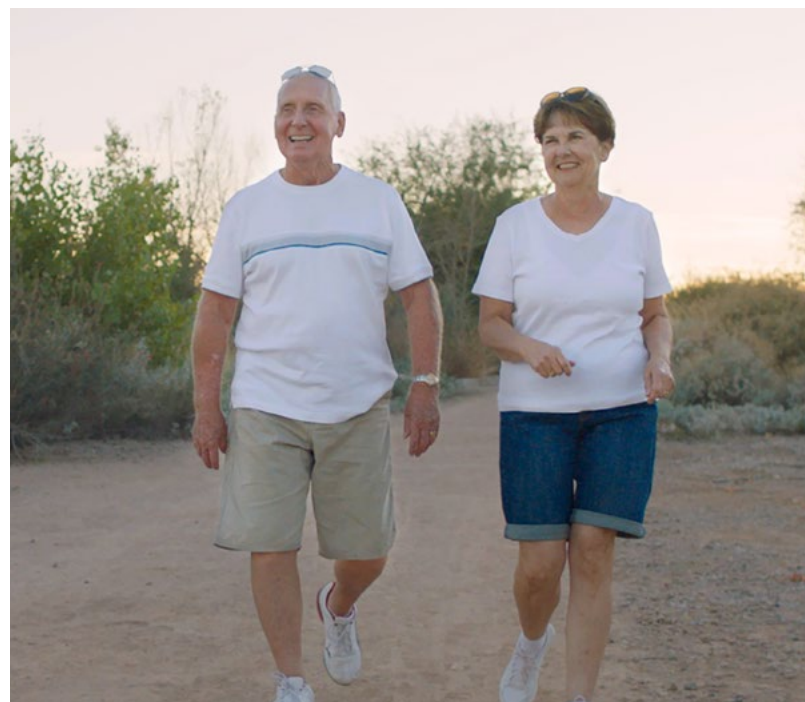
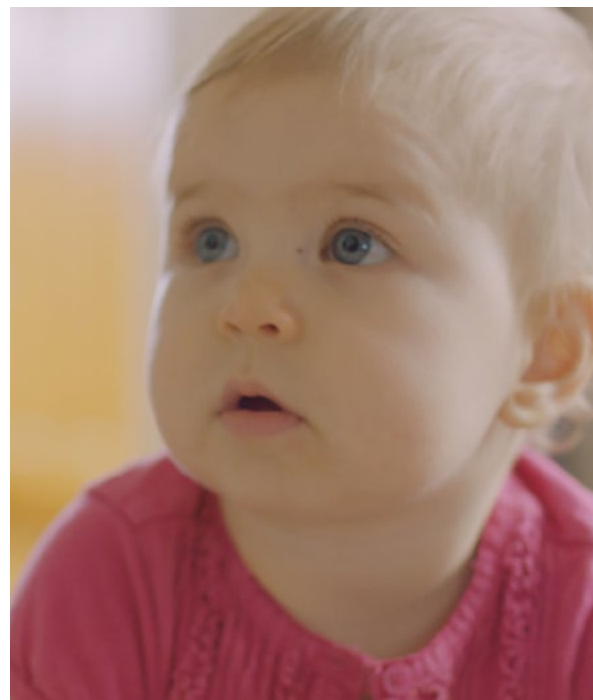
2018

The equivalent of five kindergarten classes are born every day at Banner.



Banner Health turns 20!



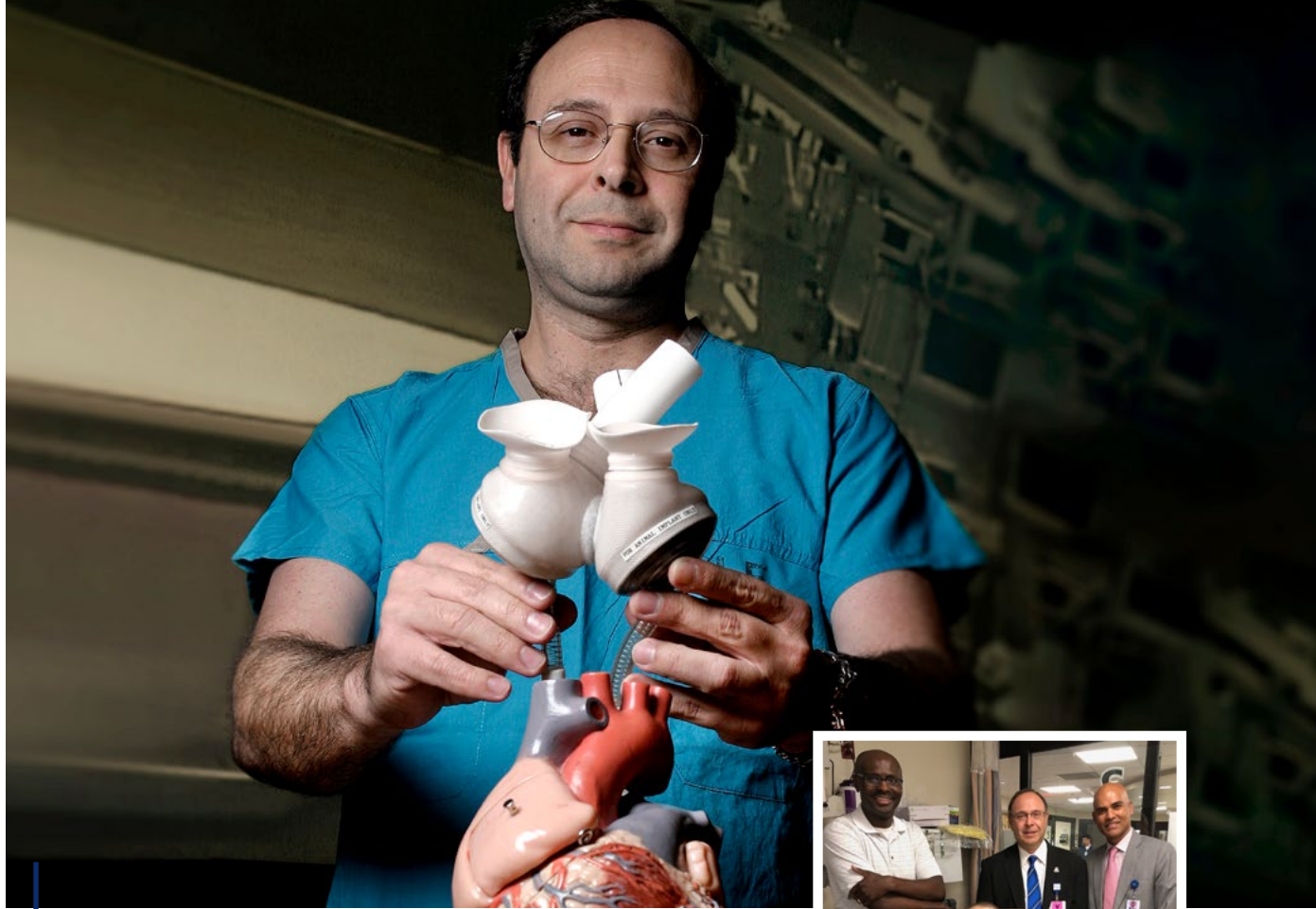


|

People Have Always Come First

Whether welcoming newborns, or providing care for thriving in later years, our patients provide the motivation that keeps us moving forward.

|



Saving Lives, Heart to Heart

Our world-class doctors provide advanced, comprehensive heart care so those we treat don't miss a beat.

Trent Lunsford, a 48-year-old Phoenix man, had only days to live if he didn't get a heart transplant. It was the fall of last year, and Trent was in late-stage heart failure. He was on the list for a new heart. But so were 38 other Arizonans, which meant he'd have to wait.

As hope for Trent's survival dimmed, doctors at the Banner – University Medicine Heart Institute decided to perform a procedure on him that's so rare that only four physicians in the world are certified to teach it. Luckily for Trent, Banner's Dr. Francisco Arabia was one of them. Lunsford became the first Heart Institute patient to receive an artificial heart, thanks to an operation performed by Dr. Arabia and fellow cardiologist, Dr. Radha Gopalan.

Trent's life-saving surgery is one of many of the ways that we care for patients at the Banner - University Medicine Heart Institute, where we also see patients for conditions such as atrial fibrillation and heart valve repairs.

For Trent, the artificial heart kept him alive until he could receive a donor heart, 127 days later. "This device literally bridged my life, from when I should have been dead," says Trent, "until I got my transplant."



FAST FACTS

- We offer the latest, minimally invasive procedures for a variety of heart conditions and diseases.
- Our areas of expertise include heart failure, electrophysiology, women's services and congenital heart disease.
- We have the busiest and largest dedicated heart hospital in Arizona, at our Banner Heart Hospital in Mesa.

"This device literally bridged my life, from when I should have been dead, until I got my transplant."

Warmth and Quality Care for Kids —

Children, and their families, receive unparalleled compassion and support.

Hospitals can be scary for children. Sometimes, kids have to face life-threatening illnesses or painful procedures. They feel frightened. But we're making these difficult times easier through our partnership with Integrative Touch for Kids (ITK), a nonprofit that offers stress-reducing therapies to everyone from preemies to young adults, plus their families too.

When Maria, 8, was awaiting an organ transplant at our Diamond Children's Medical Center in Tucson, she struggled with treatment-resistant pain and depression. She regularly met with the massage therapists and energy healers on our ITK team. They listened carefully to Maria and created a personalized healing plan.

For many patients, these plans include light touch as well as techniques such as visualization or breathing exercises. ITK therapists offer healing therapies to parents and siblings, too.

After her sessions, Maria experienced less pain, slept better and smiled more often. And other young patients have experienced the same. Overall, they've reported a 62 percent

≈ **62%**
reduction in anxiety

≈ **60%**
reduction in pain.

reduction in anxiety and 60 percent reduction in pain.

The key, says ITK's founder, Shay Beider, is listening: "Essentially, what we do is find that place within the child that already knows how to heal. When they reveal it to us, it not only supports their healing, but it also makes them feel empowered."

FAST FACTS

- ITK is part of our Child Life program, which supports children in hospitals through services such as therapeutic play and pre-surgery tours.
- One of the newest services we offer young patients is The BIG Outside at Cardon Children's Medical Center in Mesa. The BIG Outside features a playground, miniature golf course, basketball court and small library.



Leading the Fight Against Alzheimer's

We've defined a new era of prevention research and support services that improve lives.

For most of the 50 years that Rick and Ruth D'Amico have been married, Ruth was a powerhouse. While Rick pursued a career as a television anchorman, she worked full-time, raised their four children and was, in Rick's words, "chief executive of our household."

When Ruth was diagnosed with Alzheimer's in 2016, the roles were reversed. Rick retired from his job at Fox10 Phoenix and, in addition to raising their 13-year-old granddaughter, became Ruth's full-time caregiver.

After struggling to find support within the medical community, the D'Amicos turned to the Banner Alzheimer's Institute last year. "We were impressed right away by the people at Banner, who were caring and loving and interested in our plight," he says.

Ruth's doctor, Danielle Goldfarb, MD, adjusted her medication and referred her to physical therapy, speech therapy and occupational



therapy. A Banner social worker, Moira Kehayes, referred the D'Amicos to support groups. Rick now regularly attends educational seminars for caregivers. Together, the D'Amicos participate in "Passport to Music," where Ruth and other patients play instruments at Phoenix's Musical Instrument Museum.

"One of the most important things to me about the entire Banner organization is that I feel like I'm not alone," says Rick. "They care about the caregiver as well as the patient and they're helping us to connect, to improve our quality of life."

"We were impressed right away by the people at Banner, who were caring and loving..."

FAST FACTS

- The Banner Alzheimer's Institute is recognized as a world leader in brain imaging research. Our state-of-the-art Banner Brain Imaging Center works to advance research in neuroscience, cardiology, oncology and Alzheimer's disease.
- The Institute also offers access to promising investigational treatments to patients suffering from Alzheimer's and dementia.
- To provide for caregivers, Banner offers support groups in Phoenix, Sun City and Mesa. These include "Men Who Care" groups, as well as support groups for caregivers of Parkinson's and Lewy Body Dementia patients, and programs tailored to the unique caregiving needs and experiences of African-American and LGBTQ families.



Patient-First Cancer Care

Our programs and services are thoughtfully designed for holistic healing.

When Traci Beagley was diagnosed with an aggressive form of breast cancer in 2018, her life was already full. She had recently started her own business, and she and her husband were raising three children, ages 10 to 16.

Breast cancer brought that to a halt. After being referred to Banner MD Anderson Cancer Center, Traci underwent five and a half months of grueling chemotherapy, followed by a double mastectomy. The chemo had so many side effects, she wasn't sure she'd make it through. She also had moments of despair, when she wondered whether she'd live to see "my kids' proms and graduations and sporting events."

But Traci credits her oncologist, Lida Mina, MD, for being strong and helping her stay the course. Traci also took advantage of Banner MD Anderson's many support services, including weekly massage and acupuncture, as well as nutritional and psychological counseling. She describes the day she learned she was cancer-free as "the best day of my life."

In her post-cancer life, Traci feels deep gratitude to Banner, from the nurse "who held my hand" during her initial mammogram to all the doctors who provided care. "I feel so indebted to them," she says, "like there's nothing I could do or say to let them know what a gift they've given me." ■

5-10%
of cancers are inherited

FAST FACTS

- Banner – MD Anderson Cancer Center, which opened in 2011, treats a wide variety of cancers, from leukemia to melanoma to lung cancer.
- Our Integrative Oncology Program offers cancer patients and survivors a variety of support services, including acupuncture, massage, yoga and psychological counseling.
- Because approximately 5- 10 percent of cancers are inherited, we believe strongly in genetic testing. We screen all patients for breast cancer risk, and patients who are deemed high risk are invited to submit DNA samples for genetic testing that same day.



Our Team Makes the Difference

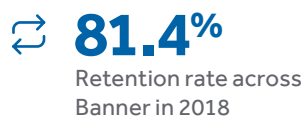
We've always known that engaged employees are the foundation to provide excellent patient care. And we've got 50,000 of them.

Strength in Numbers

Banner employees are great in number, and unified in caring for our communities.

As the largest employer in Arizona, we take our responsibility for the people who work for us seriously. Our doctors, nurses, technicians and front-line staff work hard to keep our communities healthy. We do everything we can to care for them in return.

OUR EMPLOYEES



BENEFITS FOR EMPLOYEES

- Medical, dental and vision plans
 - Supplemental voluntary critical illness, hospital and accident benefit plans
 - Sponsored Well-Being Program with premium incentive for participation
- Paid vacation, holiday and sick leave
- Retirement plans such as 401(k) and 457(b) plans, with employer matching program
- Insurance options, including life insurance and short- and long-term disability
- Multiple opportunities for professional development across 89 programs

“When I first came to the United States from Lima, Peru, I was jobless and homeless. Banner offered me the opportunity to learn, train and grow, along with the chance to meet new people and work in different facilities. In my job now, I also have the opportunity every day to help people, the patients and families who walk through our doors. And that’s a good feeling when you clock out and go home: knowing you’ve done the right thing.”



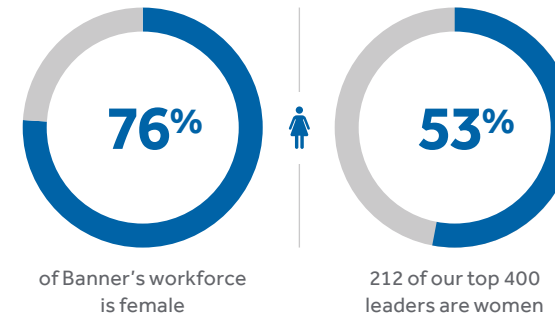
Luis Effio, Security Supervisor at Banner Gateway Medical Center in Gilbert, AZ. Luis started working as a part-time security guard for Banner in 2001.

Diversity & Inclusion

A culturally rich workforce, and workplace, is a benefit for all.

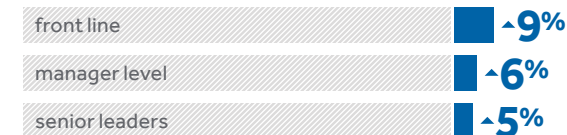
Banner Health values and celebrates equality, diversity, inclusion and belonging. That’s why we cultivate a culturally rich workforce and create environments where team members feel safe to be their best selves. We believe that when we leverage the amazing and unique talents of all our workforce, it benefits not only our communities but our Banner family as well.

WOMEN AT BANNER



RACIAL DIVERSITY AT BANNER

In four years, racial diversity has increased by:



TEAM MEMBER RESOURCE GROUPS

Banner offers team member resource groups for Veterans, Women in Leadership, Multicultural and LGBTQ+ communities.



New Nurse Experience

On-the-job training for the field's rising stars.

Recent nursing school graduates often face a Catch-22: most nursing jobs require candidates to have several years' experience, but the only way to get that experience is through a job. Our New Nurse Experience (NNE) solves this problem by giving senior-year nursing students and recent grads on-the-job training, and creating a pipeline of top-quality nurses for Banner.

Breanna Adams, an Air Force veteran and Arizona State graduate, is one of our New Nurses. She was accepted

into the program in late 2018 and went through orientation, working side-by-side with an experienced nurse, while also learning through simulations and online training. Breanna likens the structure of NNE to the military and says the program's rigor "provided the continuity of training I needed to build a good foundation."

Breanna now works on the general medical-surgical floor at Banner Del E. Webb Medical Center in Sun City West, where she's had the chance to connect deeply with patients. She was even asked by one family to sit at a patient's deathbed. Breanna went, even though the patient was by then at a different hospital—and it was Breanna's day off.

Breanna feels confident that

NNE prepared her to be a nurse. "I was able to get feedback in

real time, and I know that Banner has invested in me and seen my growth," she says. "I can't imagine doing it any other way."

FAST FACTS

- Since the New Nurse Experience was created in 2017, more than 2,900 senior-year nursing students or new grads have participated in the program.
- The New Nurse Experience program has contributed to Banner's nurse retention, with greater than 90 percent of new grads continuing their nursing career with Banner after one year, and 80% remaining after their second year.
- Leaders are energized with the program. One leader states, "Both my units met or exceeded the retention for first-year associates. I attribute that to the amazing New Nurse Experience leaders and the program that helped create a culture in which the team wants to remain and thrive."



"I know that Banner has invested in me and seen my growth."



Nurturing the Next Generation of Healers

Training and residency programs strengthen Banner and our communities.

1,500+
medical students trained a year at our academic centers

Communities across the country are facing shortages of physicians. But at Banner, we're doing everything we can to address this. Not only do we train future physicians at our three academic medical centers, but we also offer residencies in the communities we serve. These residency programs are especially crucial because physicians often live and practice medicine where they completed their post-graduate training.

That was true for Amanda Nichols, DO. Amanda completed her residency at North Colorado Family Medicine in Greeley, Colorado, a Banner program that specializes in rural and "full-spectrum" family medicine. As a native of Minnesota's farmlands, Amanda had seen first-hand the challenges of retaining physicians in rural areas.

North Colorado's was a rigorous program, where Amanda's training, she says, covered "the wide range of experiences you'd need to serve in a rural community," including obstetrics and pediatrics, as well as training in procedures such as colonoscopies and endoscopies.

After graduating, Amanda relocated to nearby Sterling, Colorado, a ranching community of 15,000. As a Banner physician there, she has worked to cultivate long-term relationships with patients. "Where I grew up, we had a revolving door of physicians who would come for a short period and leave," says Amanda. "But it takes time to get to know people. I know that when I can see people from their childhood through adulthood, I really can provide better care." ■

FAST FACTS

- In Arizona, more than 30 percent of the state's population lives in an area where there's a shortage of primary care doctors.
- According to the Association of American Medical Colleges, 75 percent of Arizona medical school graduates who pursue a residency in Arizona stay in the state to practice.
- Banner – University Medicine trains more than 1,500 medical students a year at our three academic medical centers in Phoenix and Tucson. We also have more than 1,100 medical residents and fellows across 89 programs.

COMMITMENT AND CARE FOR OUR

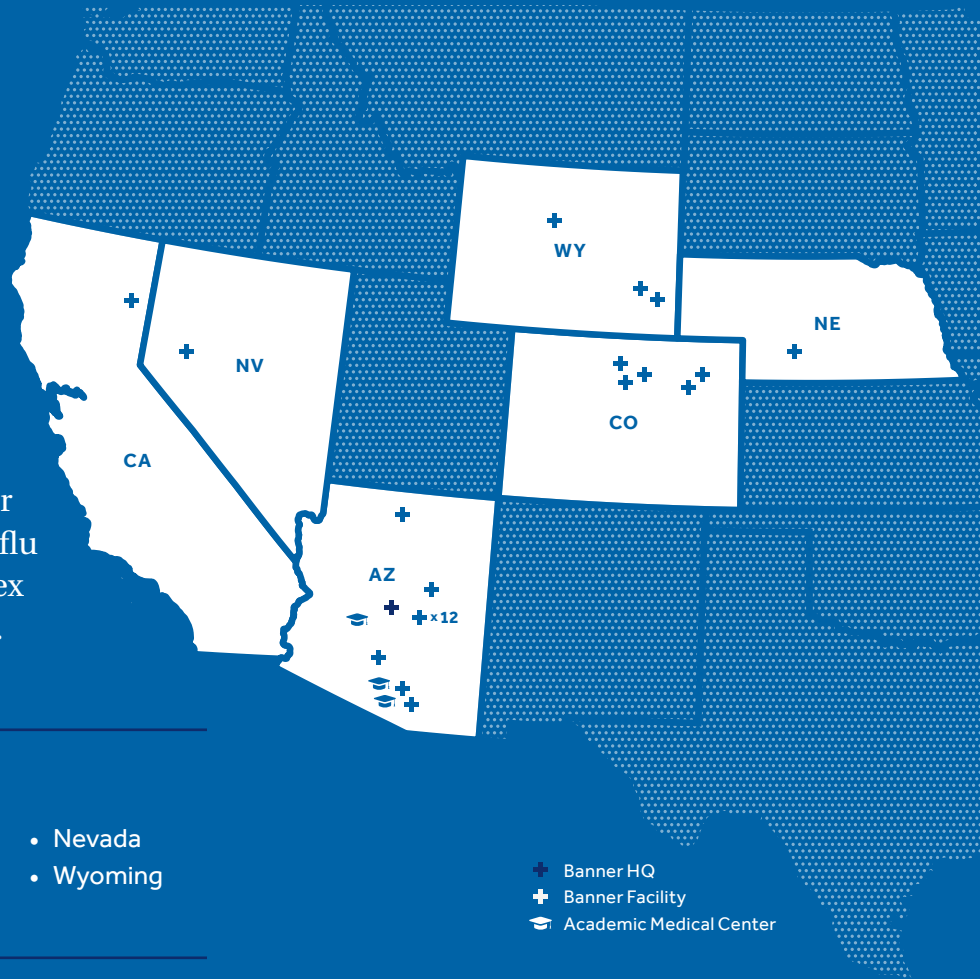
Communities

Our health services and the communities we serve are in support of one another every day.



Locations & Services

Twenty-four hours a day, seven days a week, Banner's doors are open to serve the health needs of our communities. From annual flu vaccines to the most complex cancer care, Banner is there.



BANNER OFFERS SERVICES IN

- Arizona
- California
- Nevada
- Colorado
- Nebraska
- Wyoming

- ✚ Banner HQ
- ✚ Banner Facility
- 🎓 Academic Medical Center

OUR FACILITIES

28 acute care & critical access hospitals	46 urgent care facilities	212 physician offices and clinics	03 inpatient pediatric medical centers
10 pediatric-prepared emergency rooms	40+ physical therapy centers & rehabilitation hospitals	03 academic medical centers	23 imaging centers



SAMPLING OF SERVICES

- 📖 Pharmacy services
- 🔬 Lab services
- 📷 Imaging
- 🧠 Behavioral health
- 🏠 Hospice and palliative care
- 🕒 Outpatient surgery
- 🐾 Supportive and complementary services, including music therapy, pet therapy, acupuncture, yoga and wellness classes, caregiver support groups, health psychology, and oncology massage



Building Better Health

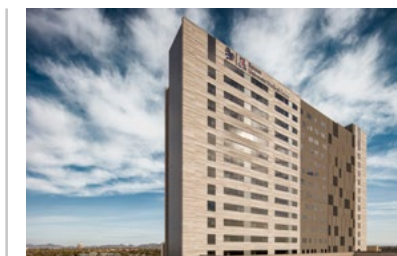
Banner believes in delivering care wherever it's needed, so that we can better serve the millions of patients and families in our communities. That's why, in recent years, we've undertaken several significant building projects to expand our reach.

These projects have created not only more places where we can care for patients, but also valuable work for local contractors and much-needed jobs in our communities.



Health clinics at Banner – University Medicine North, Tucson

- Completed in 2018
- **650,000+** Total hours of work needed to build the center
- At its peak, this project provided 275 jobs



Patient tower at Banner – University Medical Center, Phoenix

- Completed in 2018
- **1,500,000+** Total hours of work needed to build the tower
- 355,000 pounds of ductwork and more than 16 miles of plumbing and mechanical pipe to complete



Patient tower at Banner – University Medical Center, Tucson

- Completed in 2019
- **2,000,000+** Total hours of work needed to build the center
- This job required the purchase of 5,000 tons of steel and 208 miles of conduit to complete

Gifts of Gratitude



Tom and Jan Lewis

Tom Lewis, a Phoenix real estate developer, decided to give for very personal reasons. Tom lost his father to melanoma, and years later, also developed the disease. He flew to Houston's MD Anderson Cancer Center to be treated and is now cancer-free.

In 2016, Tom's foundation, the T.W. Lewis Foundation, donated \$2 million, in the form of a dollar-for-dollar match, to help create the T.W. Lewis Melanoma Center of Excellence at Banner MD Anderson.



Ira A. Fulton

Chaired by longtime Valley home-builder Ira A. Fulton, the Fulton Family Foundation gave \$5 million this year to establish the Dr. Robin Blackstone Childhood Obesity Center of Excellence at Banner – University Medical Center Phoenix.

It will be Arizona's first center of excellence dedicated specifically to pediatric obesity and metabolic disorders, a serious and growing health care epidemic.

Charitable Giving, a Powerful Force

As a nonprofit, Banner Health relies on philanthropic investment to deliver the highest quality care. Over the past 20 years, \$223 million in philanthropic investment has allowed us to build the programs and facilities we need to better serve our communities.

Thousands of grateful patients have given back to Banner, usually by making a contribution to the medical center or Banner Health program that helped them most. Charitable gifts to the Banner Health Foundation and Banner Alzheimer's Foundation enrich the patient experience and support a wide variety of programs and services that would not otherwise exist. These greatly enhance the care and comfort that Banner provides its patients and their families.

\$223M

To better serve the health in our communities



The Healing Power of Music

When twin brothers Braxton and Briggs Cluff came home from a three-month hospital stay following their premature birth, their parents hoped to settle into a normal life.

That hope was shattered four years later, in early 2018, when Braxton was diagnosed with Burkitt lymphoma, a form of non-Hodgkin's lymphoma. The four-year-old was listed in critical condition. After he emerged, he moved to Cardon Children's Medical Center. But by that time, he had developed a distrust of the people who cared for him. They were the ones who administered IVs and made him take nasty medicine.

The once-vibrant preschooler was anxious and under stress, until he started working

with Olivia Houck. Houck is a board-certified music therapist and a member of Banner's Music Therapy program, which is funded by the Banner Health Foundation.

Houck brought Braxton to Sophie's Place, Cardon's state-of-the-art music therapy facility, which has its own recording studio and practice room. She let Braxton play any instrument he wanted and asked his parents to join in. Braxton was filled with joy and found the courage needed to continue his brave fight.

Braxton is now back at preschool, enjoying life as a kid. His father, Colten, says: "We owe his life to Child Life and Music Therapy. It gave him hope, and hope heals."

Reasons to Give

Since its inception, Banner Health has provided roughly \$6.6 billion in community benefit across its service areas

This is delivered in the forms of charity care and financial assistance, as well as research activities, medical education, and community health and development.

More than 500 Banner Health programs and services are funded by charitable gifts and endowments, including:

- Alzheimer's care, prevention research, and family support
- Housing assistance for cancer patients and their families
- On-site schooling for hospitalized children
- Chaplaincy services
- Music therapy for children, cancer patients and hospice patients
- Integrative oncology and complementary therapies
- Banner Olive Branch Senior Center and meal delivery for homebound seniors
- Bereavement camp for children facing loss



\$15M+

Banner Health employees have contributed more than \$15 million through the annual Better Together giving campaign since 2008. Funds support Banner programs and medical centers and the United Way.



Banner Health

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