

UPGRADING
THE

Patient EXPERIENCE

ANNUAL REPORT 2016



Mission: *It is the mission of Valley Health to provide quality healthcare to all individuals, emphasizing outreach to those who are underserved.*

Vision: *VHS will be the leader in providing excellent community-based primary healthcare.*

Values: *Honesty - We will tell the truth; Respect - We will treat every person as important; Unity - We will work together; Trust - We will do what we say and say what we do.*



from the desk of OUR CEO

This year at Valley Health we showcase our efforts to upgrade the patient experience. We feel we are once again a frontrunner in the healthcare industry as we are fully prepared to meet the outcomes reporting requirements of MACRA. Additionally, our patients' care has been enhanced through our participation with an ACO, initiative to combat opioid addiction, expansion of locations and services, and superior financial position. Though we are performing well, collaborations and partnerships will be critical as we continue to upgrade the health services we deliver.

The acronym I refer to above, MACRA, is the Medicare Access and CHIP Reauthorization Act of 2015 that reformed Medicare payment. MACRA created a new framework for rewarding healthcare providers based on giving *better* rather than just more care. It also combined the existing quality reporting programs into one new system. Providers now choose from two mechanisms that link quality to payments: the Merit-Based Incentive Payment System (MIPS) and Advanced Alternative Payment Models (APMs).

Thanks to the leadership and involvement of Dr. Mathew Weimer, Valley Health is now a participant with an Accountable Care Organization (ACO) named Aledade. Our participation with this ACO qualifies our organization for the Alternative Payment Model, and thereby meets the first year requirements for MACRA quality goals.

Valley Health is also leading the community in its effort to combat opioid addiction by incorporating all our service lines into a program for those afflicted with addiction. Patients who enroll in the opioid treatment program receive medication and counseling as the traditional model calls for, but these patients also establish care with primary care providers including family medicine, internal medicine and OB/GYN to address overall health. Their families may also be treated by family medicine and pediatric providers. We find that comprehensive care produces better outcomes and enhances our patients' lives.

Further enhancement of care this year includes the addition of specialty services by ear, nose and throat (ENT) physicians. Valley Health welcomed ENT Drs. Jung and Sheridan to our team of providers in September. Our organization also expanded services and locations to better meet patient needs. This year we experienced unprecedented growth with 8 location additions or changes... ENT, Mountwest, FoodFair, Ona, Coal Grove, 10th Street, Huntington Pharmacy and Wayne. The Valley Health team did a wonderful job working together to make all these changes along with the on-boarding of the providers required to support this expansion in a short time frame.

The support for these activities would not be possible without a sound fiscal portfolio, which Valley Health has attained. More detail on the financial status and challenges the organization has successfully battled for the past several years can be found within this annual report.

I invite you to review this year's annual report and feel encouraged as you learn more about the great work Valley Health is doing to improve the lives of our community members.

Steven L. Shattls
Executive Director/CEO

Jill Hutchinson
Board Chair



ACCOUNTABLE CARE ORGANIZATIONS

BENEFIT PATIENTS AND PROVIDERS



Dr. Mathew Weimer, Chief Medical Officer for Aledade WVHC ACO. Dr. Weimer has been instrumental in developing this ACO relationship.

Valley Health and 10 other Federally Qualified Health Centers (FQHCs) collaborated to form the Aledade West Virginia Health Center Accountable Care Organization (**Aledade WVHC ACO**). Valley Health continues to promote and participate in forward moving health projects such as this creative method to provide comprehensive health services to a particular population.

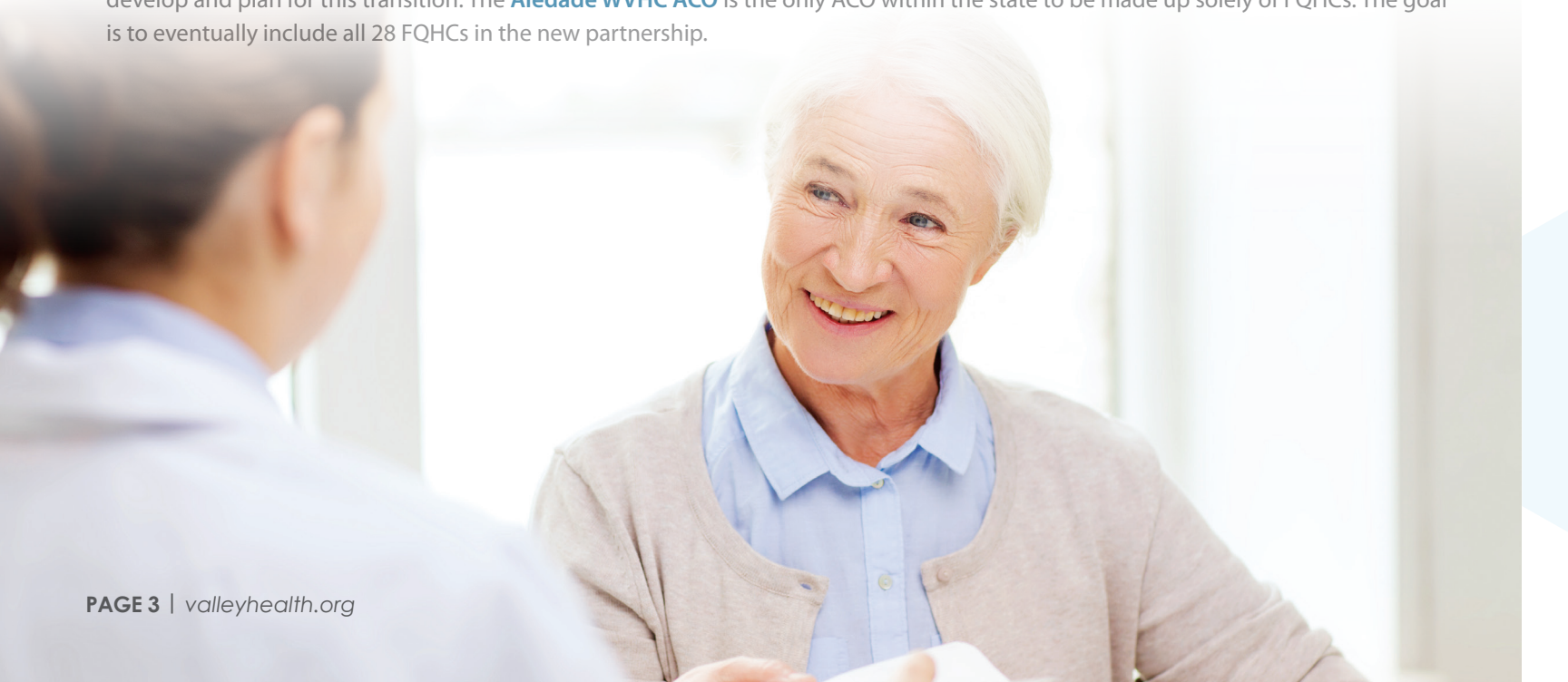
Accountable Care Organizations (ACOs) are groups of doctors, hospitals, and other health care providers, who come together to give coordinated care to their patients and ties payments to quality metrics. FQHCs receive federal grant funding and must serve an underserved area or population, offer a sliding fee scale, provide comprehensive services, have an ongoing quality assurance program and have a governing board of directors made up of over 50% patient users.

The overarching goals of the **Aledade WVHC ACO** are to improve the quality of care for patients involved in the ACO while reducing costs and increasing patient satisfaction. In 2015 Aledade reported the ACOs it oversaw had a 250% increase in preventive and 175% increase in transitional care services, which caused a decrease in hospital readmission rates. The result: both patients and providers benefited medically and financially.

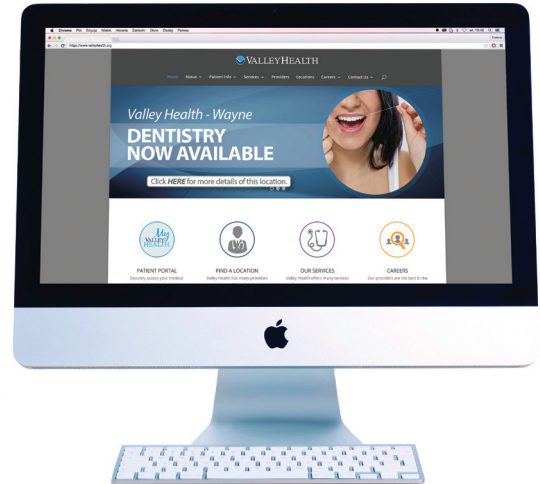
The **Aledade WVHC ACO** includes Medicare patients only, and the foundation of success for the **Aledade WVHC ACO** involves performance of Medicare Annual Wellness Visits (AWVs) and ensuring accurate and precise coding, especially with regard to Hierarchical Condition Categories (HCCs).

Being a part of an ACO improves the flow of information between various doctors by providing data analytics and specialized technology that would not be typically available to an FQHC. Aledade is also helping clinics move from fee for service payment - getting paid based on the services provided - to being rewarded for how well the patient does.

New payment models like the ACO will be extremely important in coming years and offer a key advantage to providers as they develop and plan for this transition. The **Aledade WVHC ACO** is the only ACO within the state to be made up solely of FQHCs. The goal is to eventually include all 28 FQHCs in the new partnership.



UPGRADING THE *Patient* EXPERIENCE



Over the next year, Valley Health patients should expect to see some upgrades to the quality care they are already receiving.

TEXTING:

Patients will have the option to receive appointment confirmations and reminders via texting. Once an appointment is confirmed, patients can add the appointment to their smartphone calendar. If an appointment is missed, patients will receive a reminder text about rescheduling. Also patients should not be surprised to receive a special birthday wish via text from their medical home.



ONLINE BILL PAY:

Patients will soon have the convenience and freedom to pay their bills online through our Patient Portal. Lose a copy of the latest bill? These will also be available online for patients to review and download.

CARE ALERTS:

Valley Health recently joined the West Virginia Health Information Network (WVHIN). WVHIN is a network of providers and other stakeholders who exchange health information to improve communication and provider awareness about the care their patients receive outside their office. As a result of this network, providers will receive real-time care alerts when their patients are admitted, transferred, or discharged to or from an emergency room or hospital. Care alerts will also be sent for certain labs, radiology tests, and other tests or treatments.



WHAT DO CARE ALERTS MEAN FOR PATIENTS?

1. Patients should expect to see an improvement in quality of care because their primary care provider has more information about what is happening with their health.
2. Patient costs are expected to decrease due to a reduction in unnecessarily duplicated tests and a reduction in avoidable ER visits or hospital readmissions.



VALLEY HEALTH – WAYNE

Service(s): Behavioral Health, Dentistry, Family Medicine, Internal Medicine, OB/GYN, Optometry, Pediatrics • Opened in November

Valley Health – Wayne relocated to a newly built, spacious facility. The larger space allows for more providers as well as services, including dentistry and optometry, to better serve this area's population. A public walking trail is also available around the premises to encourage an active lifestyle.

VALLEY HEALTH – HUNTINGTON PHARMACY

Service(s): Pharmacy • Opened in August

Valley Health – Huntington's new pharmacy is conveniently located off the waiting room inside its facility. The pharmacy provides greater access to medication to patients who live in the heart of Huntington.

VALLEY HEALTH – 10TH STREET

Service(s): Family Medicine • Opened in July

Valley Health – 10th Street is strategically located to provide greater access to the area's homeless community as well as those who work and live in downtown Huntington. The recently renovated location has two exam rooms and an on-site lab.



VALLEY HEALTH – EAR, NOSE AND THROAT

Service(s): Ear, Nose and Throat • Joined in September

Valley Health added a new site and service – *Ear, Nose and Throat*. This site provides greater access to specialty services that may have previously seemed out of reach to underserved populations.

8 NEW LOCATIONS

In 2016 *Valley Health* experienced its greatest year of growth yet with the addition of eight new locations to its already robust list of sites. Each addition brought a unique offering that correlates to *Valley Health's* mission, which in turn provides better patient care.

VALLEY HEALTH – ONA

Service(s): *General Practice* • Joined in February

Valley Health – Ona opened in February and offers general practice services. The site is expected to eventually merge with *Valley Health - Milton*.

VALLEY HEALTH – MOUNTWEST

Service(s): *Family Medicine* • Opened in March

Valley Health partnered with Mountwest Community & Technical College to provide convenient, on-campus healthcare to students, faculty, staff and their families. The health center operates year-round. In the future, Mountwest MA students will have the opportunity to complete rotations at this health center.



VALLEY HEALTH – FOODFAIR

Service(s): *Family Medicine, QuickCare* • Opened in July

This location is conveniently located in Tower FoodFair in Barboursville. No appointments are required. It offers evening hours and is open 7 days a week to provide greater access to care. What sets it apart from other types of convenient care sites is that its staff will manage acute care issues as well as provide the patient the opportunity to establish a primary care provider relationship.

VALLEY HEALTH – COAL GROVE

Service(s): *OB/GYN, Pediatrics, Family Medicine* • Opened in April

Valley Health – Ironton moved to a new location known as *Valley Health – Coal Grove*. With 8,500 square feet, the new site is over three times bigger than the old one and has 19 exam rooms with room to expand. Family medicine was added to the line of services with plans to add behavioral health in the future.



NEW PROVIDER
SPOTLIGHT:
Pediatrician
Kimberly
Oxley



Valley Health won the award for the Team with the Most Participants at this year's Colors for the Cure 5K in Huntington.



Passion for the **COMMUNITY**

Dr. Kimberly Oxley came to Valley Health – Coal Grove in June of this year a seasoned physician with a passion for the health and well-being of the tri-state community.

After her site’s grand opening celebrations came to a close, she continued to look for ways to serve the community. Most notably was her leadership in coordinating a team for Colors for a Cure in October. Colors for a Cure is a fundraiser that benefits local cancer patients in need at both St. Mary’s Hospital and Cabell Huntington Hospital as well as supports the Paul Ambrose Trail for Health (PATH). Valley Health had never participated in the past, and Dr. Oxley set out to change that. Every staff member was invited to be a part of this team. The Valley Health site with the most participants won a free lunch, courtesy of Dr. Oxley. She also hosted a tailgate at the event for team members.

“At Valley Health we take pride in the fact that our providers not only go above and beyond to provide the best care for our patients but also actively seek ways to serve the whole community.”

**-Steven Shattls,
CEO/Executive Director**

The response was overwhelming: 74 staff along with their family and friends joined Valley Health’s team. The day of the event Valley Health received the award for the Team with the Most Participants.



EAR, NOSE & THROAT



Thomas Jung, MD, PhD



Mark Sheridan, MD, FACS

At Valley Health, we are always looking for ways to provide the best in care for our patients. However, sometimes those ways find us.

Earlier this year, Tri-State Otolaryngology approached Valley Health about joining our team. One of their partnering physicians was retiring, and they were exploring different options. We knew this opportunity would be monumental for our patients. No other ENT provider in the area had the same mindset as Valley Health, which is to evaluate and treat all patients regardless of insurance types. This collaboration would ensure that Valley Health patients would continue to have access to ENT care for years to come. The providers and staff were also highly qualified and familiar faces to many of our patients, having cared for their ENT needs over the years. The answer was clear: The best choice for our patients was to welcome Tri-State Otolaryngology to our team.

In September, we opened the doors to Valley Health - Ear, Nose & Throat, located off 5th Street Hill in Huntington. With the addition of Dr. Mark Sheridan and Dr. Thomas Jung as well as audiologists, Pamela Adkins, Kim Legg and Robin Porter, we are able to offer our patients specialty services not previously offered under our umbrella of care. These services are available to all ages and are included in our sliding fee program, granting access to ENT services to those who are uninsured.

Over time, we expect ENT to continue to expand as patients learn about these new services, especially relating to allergy/sinus treatment as well the availability of hear aids and evaluations.



Our services include:

- Allergy/Sinus
- Balance/Vestibular
- Skin Cancer Evaluation & Treatment
- Cochlear Implants
- Facial Plastic Surgery
- Otology & Neurotology (Study of the Ear)
- Head & Neck Surgery
- Audiology/Hearing Aids
- Pediatric Surgery

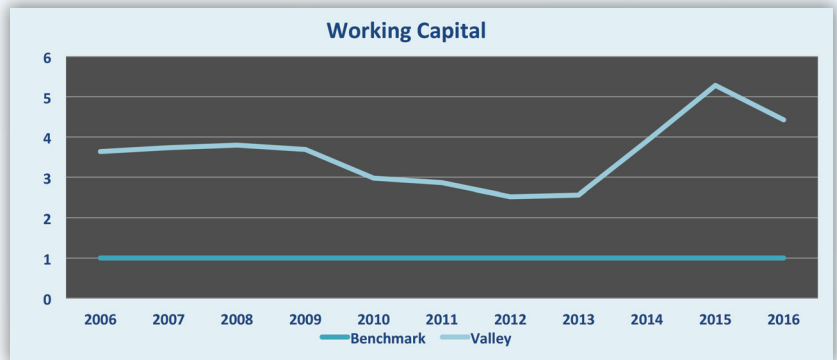


FISCAL CONDITION 2016

A STORY OF CONTINUITY, CONTAINMENT, CULMINATION & COMMITMENT

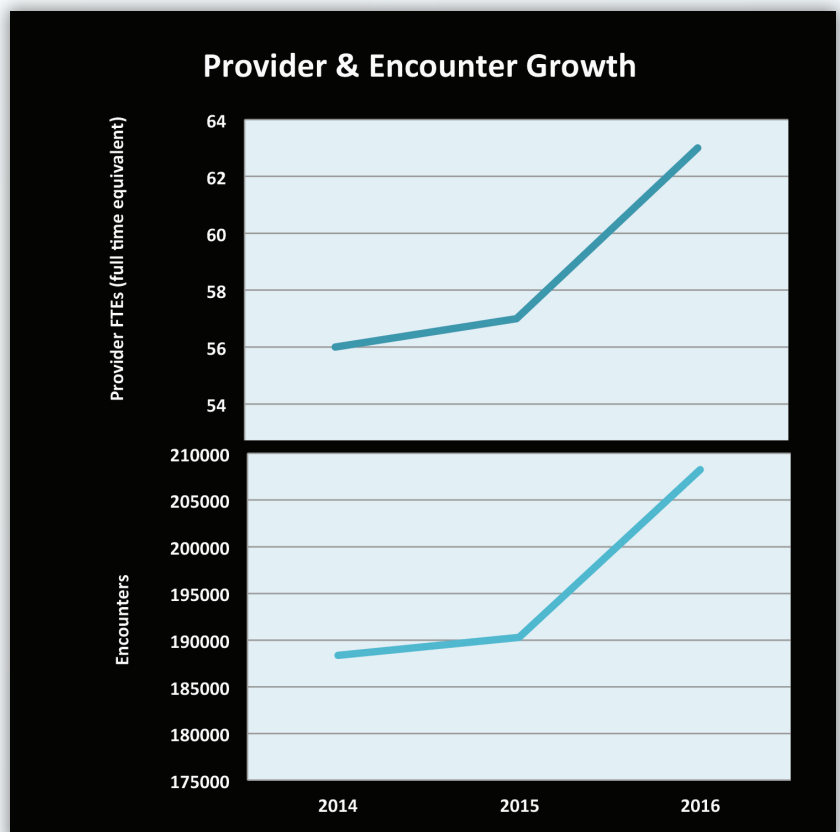
CONTINUITY

2016 was a year of continued profitability, marked by a strong bottom-line and solid balance sheet. The Working Capital graph indicates that Valley possesses the financial strength to successfully run its operations and complete its in-process capital projects. Currently, Valley is completing a major building in Wayne, WV and planning a second similar project elsewhere. Long-Term Debt to Equity highlights Valley's ongoing and increasing fiscal strength, related to reliance on funding from operations and decreasing dependence on debt. The Capital Expenditures graph shows the accelerating level of capital outlays.



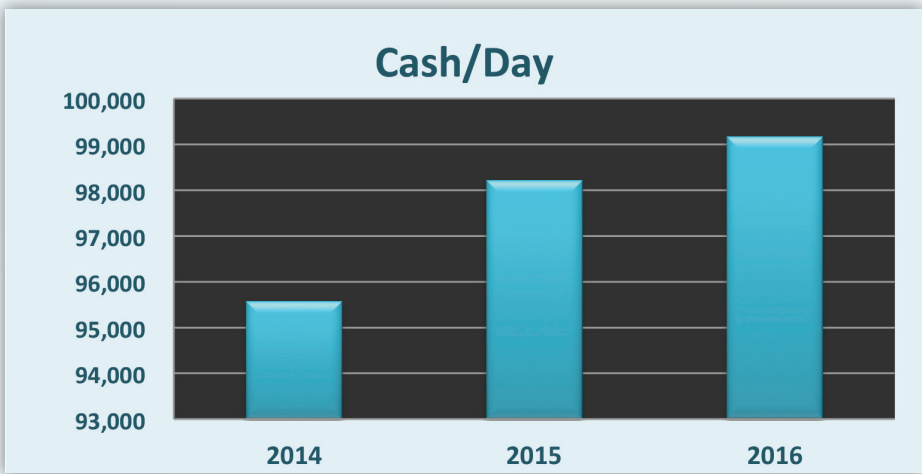
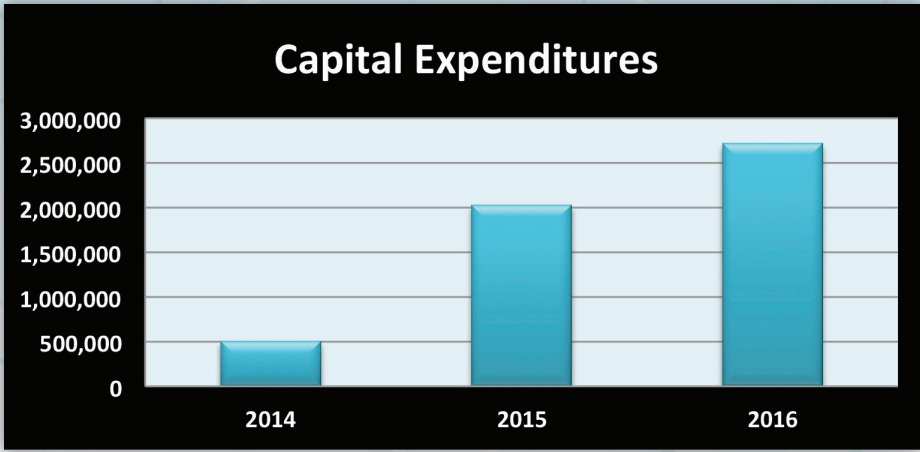
COMMITMENT

Valley has committed to growth through investment in additional providers and services; such as, expanded behavioral and addiction medicine, the merging of a significant Ear, Nose, and Throat practice and Optometry (highlighted in last year's report). Again, the divergence of revenue/cost in the Per Encounter graph in the latest years indicates that costs are rising but production of revenue is lagging the cost increases. As is always the case, the increases in revenue lag the increased investment costs as related to startup of services becoming financially established. The graphs highlighting patient encounter growth and provider FTE growth shows that Valley is continuing on this growth path, within its financial means, as the healthcare marketplace dictates.



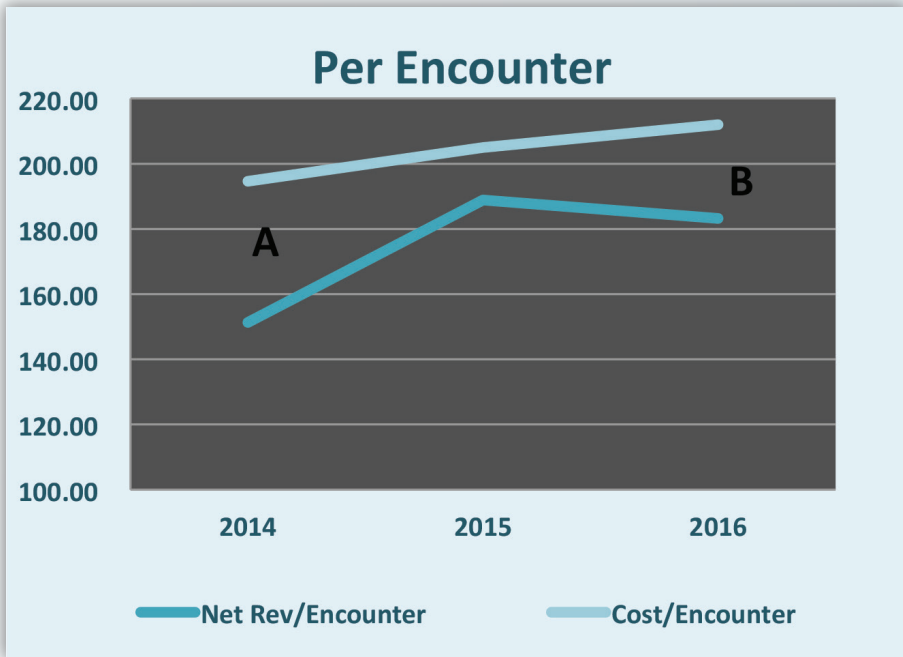
CONTAINMENT

Valley has continued to contain costs by enhancing revenue production in excess of its overall level of cost. Valley (in concert with other Community Health Centers) was forced to pursue a legal remedy with the State of West Virginia which would force it to pay Valley for Medicaid patient services (about half its business) at the level prescribed by law. Valley had been underpaid for years, which led to an inability to maintain its facilities at an appropriate level and replace facilities as they became obsolete. The Cash Per Day graph further demonstrates the improvement in fiscal condition, through an improving cash position.



CULMINATION

Valley has finally completed the "rates" portion of the above mentioned legal challenge, in that the settlement has been paid by the State both for past underpayments, as well as our current rates adjusted accordingly. The Per Encounter graph highlights the beginning (A) divergence of cost versus revenue (revenue not covering cost) and the (B) convergence as Valley was paid at an adequate rate, thus covering its cost. This has helped bring Valley to a favorable financial position, as described above and allows us to refocus back to a growth strategy and simply servicing patients.



LEADING THE WAY TO

BETTER ORAL HEALTH



Dr. Brody examines a dental patient back in the 1980s.

1) Why did you originally choose to work for Valley Health and continue to stay after all these years?

I joined Valley Health in 1984 to fulfill my service requirement as a National Health Service Corps Scholar with the intention of relocating immediately after my commitment was over. That changed as I quickly recognized the need for dental care in the communities I served. Working at Valley Health gave me the opportunity to make a difference in those communities as well as become a part of them. Patients saw me not just as their dentist but as their neighbor and friend, asking me to attend events like spaghetti dinners or their child's football games. I also stayed at Valley Health because of the support and camaraderie I received from fellow staff and providers along with the opportunities for professional growth the company leadership allowed me to pursue.

2) What professional growth opportunities have you been able to pursue while at Valley Health?

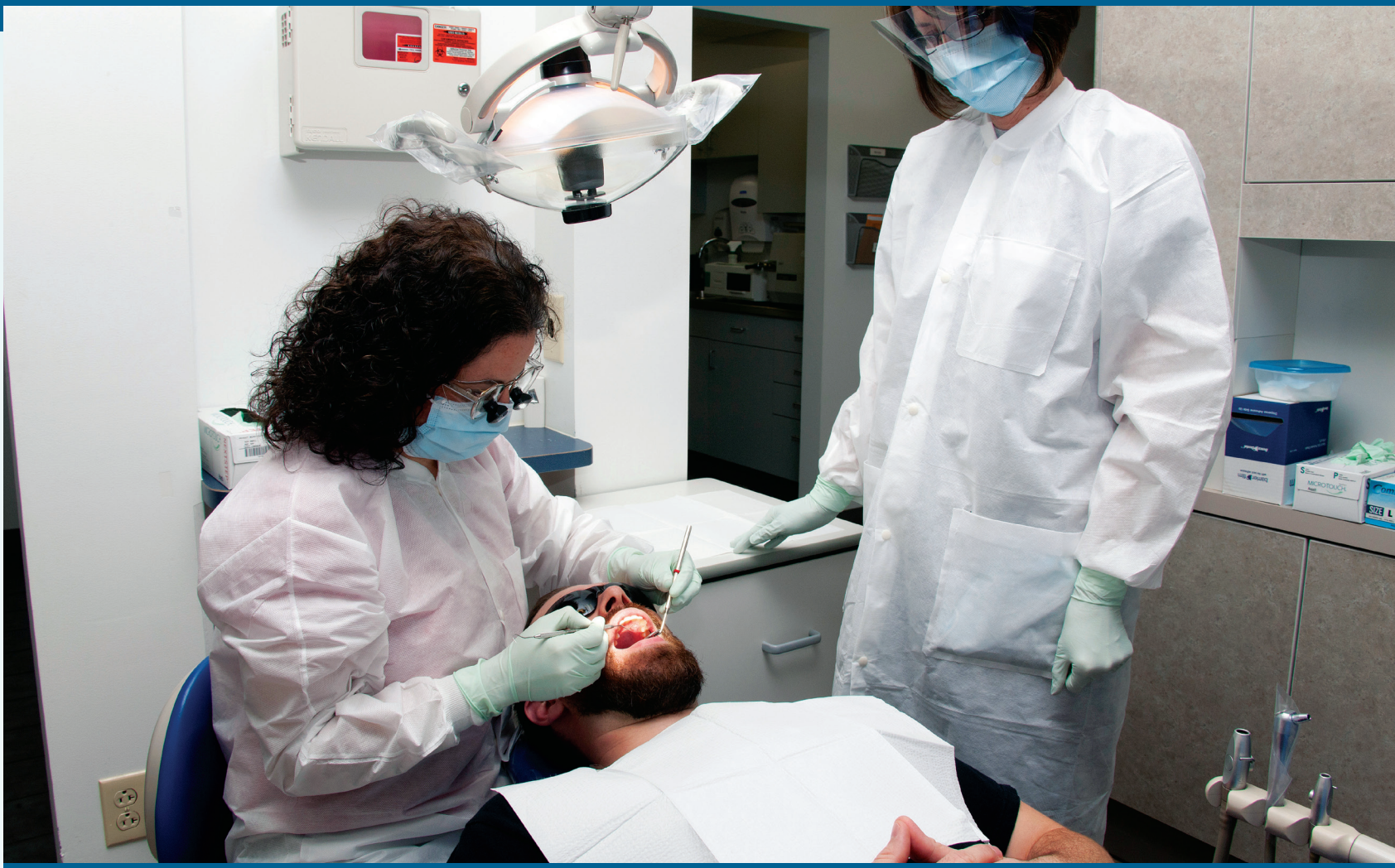
I have been a member of the National Network for Oral Health Access (NNOHA) since the organization was founded in 1991. NNOHA is a national organization whose mission is to improve the oral health of underserved populations and contribute to overall health through leadership, advocacy, and support to oral health providers in community health centers and safety-net systems. I have served on the board of directors, the executive committee and as chair of the NNOHA National Primary Oral Health Conference.

I have also served as the project director for the WV Pediatric Preventive Oral Health Project. This project was one of the first in the nation to recognize the impact primary care providers can have on the oral health of the infants they regularly see in their medical practices. This project developed and tested a curriculum to teach these providers the essentials of pediatric oral health. They could then use this curriculum to teach caregivers how to give infant and children the best start in oral health. This project was one of the first in the nation to teach and advocate the use of fluoride varnishes on infants and children as a way to prevent dental disease (a technique now widely used and considered a standard for pediatric dental care).

"My 32 year career has been enriched by being a part of Valley Health and has afforded me the opportunity to provide dental care to communities in need, mentor dental students, be part of numerous innovative projects that have had an impact on improving oral health, and be involved at the national level in shaping oral health policy."

- Dr. Brody





3) How has dentistry at Valley Health evolved over the years?

When I first joined Valley Health 32 years ago, it operated three practices: two located in converted trailers and one at an old schoolhouse. Since then Valley Health dentistry has evolved into the largest community health dental practice in the state as well as one of the largest in the country with seven state-of-the-art dental locations. This growth is largely due to our board and administrative team's commitment to oral health. Valley Health has also been a leader in championing the concept of oral health as an integral part of improving the overall health of our patients. Over the next year, patients should expect to see this even more as our dental professionals work with our physicians to better integrate oral health and primary care.

5 Steps for Primary Care Providers to Integrate Oral Health:

1. Risk Assessment: Ask about oral health risk factors and symptoms of oral disease
2. Oral Health Evaluation: Look for signs that indicate health risk or active oral disease
3. Prevention Intervention: Offer preventive interventions and/or referral for treatment
4. Communication and education: Share targeted oral health education for all patients
5. Interpersonal Collaboration: Document patient date in EHR to initiate dental referrals and evaluate referral process

INTEGRATING **ORAL HEALTH** *&* **PRIMARY CARE**

Welcome

Our New Providers



Leonard White, MD
Internal Medicine

Education:
University of Toledo Medical Center,
MD, 2005
Residency:
University of Toledo Medicine Center
Location: East Huntington



Linda Eakle, DO
General Practice

Education:
WV School of Osteopathic Medicine,
DO, 1979
Residency:
Emergency Medicine University
Hospital of University of Florida
Location: Ona



Patti Jo Marcum, MD
Family Medicine

Education:
Marshall University School of
Medicine, MD, 2001
Residency:
Marshall University School of Medicine
Location: Hurricane



Lee Ann Levine, DO
Family Medicine

Education:
WV School of Osteopathic Medicine,
DO, 1998
Residency:
WVU-Charleston Area Medicine Center
Location: Westmoreland



Thomas Jung, MD, PhD
Ear, Nose and Throat

Education:
University of Iowa, MD, PhD, 1990
Residency:
University of Michigan Hospitals & Clinic
Fellowship:
Baylor College of Medicine
Location: Ear, Nose and Throat



Mark Sheridan, MD, FACS
Ear, Nose and Throat

Education:
Marshall University School of Medicine,
MD, 1987
Residency:
Tripler Army Medical Center
Location: Ear, Nose and Throat



Tierra Crockett, MD

Pediatrics

Education:

Marshall University School of Medicine, MD, 2013

Residency:

Marshall University School of Medicine

Location: Point Pleasant Pediatrics



Christine Westfall, MD

Pediatrics & Internal Medicine

Education:

WVU School of Medicine, MD, 2012

Residency:

WVU-Ruby Memorial Hospital

Location: Milton



Kimberly Oxley, MD

Pediatrics

Education:

Marshall University School of Medicine, MD, 1997

Residency:

Marshall University School of Medicine

Location: Coal Grove



Kevin Stephens, DMD

Dentistry

Education:

University of Kentucky College of Dentistry, DMD, 1993

Residency:

University of Kentucky College of Medicine

Location: Wayne

Khristina Via, PharmD

Pharmacist

Education:

Marshall University School of Pharmacy, PharmD, 2016

Location: East Huntington & Huntington



Additional New Providers

- Sherri Steele, LPC
- Gail Moore, FNP-BC
- Terry Vance, LPC
- Michael Goldman, LCSW, LPC
- Colleen Caldwell-McComas, LPC
- Alicia Smith, PsyD
- Rhonda Leffingwell, FNP-C
- David Morris, FNP-C
- Lauren Floyd, FNP-C
- Brett Wellman, FNP-C
- Stephanie Maynard, FNP-C
- Stacy Sheppard, PMHNP-C
- Dorothy Boston, PsyD
- Jenna Wallace, PsyD
- Kelcey Perkins, PsyD
- Krista Cataldo, FNP
- Susan Runyon, FNP-BC

BOARD OF Directors



Greg Agee
Operations Manager
Colonial Food Service Equipment



Bill Bryant
Retired Principal
Ferrellsburg Elementary



Charles Carroll
Community Advocate
Special Populations



Ben Howard
Retired Personal Banker & Investment Representative
Huntington Bank



Jill Hutchinson
Retired Consultant for Medical Malpractice Issues
Community Health Centers & Former CEO WV Primary Care Assoc.



Bill Marcum
Retired Coal Executive
KY Coal Assoc @ Massey Coal



Cokey Muth
Retired Operating Room RN
Cabell Huntington Hospital



Sherry Perry
Co-Director
Eastern Cabell County Humanities Organization, Inc.



Ken Santmyer
District Manager
Gino's Pizza & Spaghetti House, Inc.



Jeff Stevens
Attorney
Offices of Walker and Stevens



Clara Alice Wilson
Operations Manager
Dawson Thompson Oil Co.

Providers

AUDIOLOGIST

Pamela Adkins, MS, CCC-A
Kimberly Legg, MS, CCC-A
Robin Porter, MA, CCC-A

BEHAVIORAL HEALTH

April Baisden, MD
Whitney Fulton, MD
Michael Hackman, MD
Sanjay Masilamani, MD
Nika Razavipour, MD
Stacy Sheppard, PMHNP-BC
Dorothy Boston, PsyD
Rebecca Denning, PsyD
Sarah Jarvis, PsyD
K. David Oxley, PsyD
Kelcey Perkins, PsyD
Sarah Setran, PsyD
Alicia Smith, PsyD
Jenna Wallace, PsyD
Kimilee Wilson, PsyD
David Wolfe, PsyD
Sherri Steele, LPC
Terry Vance, LPC
Michael Goldman, LCSW, LPC
Colleen Caldwell-McComas, LPC

DENTISTRY

Stephen Beckett, DDS
Daniel Brody, DMD
Andrea Kelly, DDS
Stephen Minor, DDS
Nabila Raja, DDS

Kara Smith, DDS
Kevin Stephens, DMD
Julie Darnell, RDH
Michele Endicott, RDH
Brandi Epperly, RDH
Rebecca Secoy, RDH
Tina Triplett, RDH
Misty Wido, RDH

EAR, NOSE AND THROAT

Mark Sheridan, MD, FACS
Thomas Jung, MD, PhD

FAMILY MEDICINE

Shelley Bailey, MD
Chris Branam, MD
Scott Davis, MD
Linda Eakle, DO
Jenifer Hadley, DO
Zachary Hansen, MD
Buddy Hurt, DO
Leigh Ann Levine, DO
Patti Jo Marcum, MD
Amy Marsteller, MD
Korey Mitchell, MD
Enrique StaAna, MD
Mathew Weimer, MD
David Whitmore, DO, FAAFP
Bethany Anderson, FNP
Krista Cataldo, FNP
Lisa Childress, FNP
Chelsey Crutchfield, FNP
Lauren Floyd, FNP-C

Bridgett Freeman, FNP
Rhonda Leffingwell, FNP-C
Lindsey Litchfield, FNP-BC
Stephanie Maynard, FNP-BC
Jeremy McDaniel, FNP
Gail Moore, FNP-BC
Zachary Moore, FNP
David Morris, FNP-C
Traci Phillips, FNP-BC
Lisa Rakes, FNP
Terry Roberts, FNP-BC
Susan Runyan, FNP-BC
Linda Salem, FNP-C
Sarah Schindler, FNP-BC
Brett Wellman, FNP-C
Jennifer Wellman, APRN-C
Molly Bennett-Beckley, PA-C
Caroline Culver, PA-C

INTERNAL MEDICINE

Edward Moran, Jr., MD
Manimekalai Raman, MD, FAAP
Christine Westfall, MD
Leonard White, MD
Daniel Whitmore, DO, FAAP

OB/GYN

Richard Booth, MD
Ashleigh Clickett, DO
Joseph DeRosa, DO
Ellie Hood, MD
Andrea Kellar, MD
Rafael Molina, MD

Herbert Myers, DO
Aaron Scaife, MD
Andrea Vallejos, MD

OPTOMETRY

Alvin Ginier, OD

PEDIATRICS

Megan Bartram, MD
Tierra Crockett, MD
Shea Goodrich, MD
Shannon Smith Maxey, MD
Edward Moran, Jr., MD
Jordan Nash, MD
Kimberly Oxley, MD
Manimekalai Raman, MD, FAAP
Misty Strow, MD
Christine Westfall, MD
Daniel Whitmore, DO, FAAP
John Wiltz, MD

PHARMACY

Ashley Houvouras, PharmD
Khristina Via, PharmD
Nicole Thacker, PharmD
Megan Peterson, RPh.

ULTRASOUND

Courtney Beter, RDMS
Amanda Buell, RDMS
Felicia Craft, RDMS
Breanna Shannon



EXECUTIVE LEADERSHIP

Steven Shattls, *MPA*, Executive Director/CEO • Richard Weinberger, *CPA*, Chief Financial Officer • Herbert Myers, *DO*, Medical Director
Lanie Masilamani, *MHA*, Chief Operating Officer • Josh Hammonds, *BA*, Chief Information Officer • Mathew Weimer, *MD*, Deputy Director of Quality and Administrative Affairs



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