



VALLEY HEALTH

ALL ABOUT COMMUNITY

2017 ANNUAL REPORT



*Caring for individuals one
at a time, for the
community all the time*

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The theme of this annual report is Caring for the Community. It is not a secret that a Community Health Center must be about “Caring for the Community”. The healthcare of our community which is inclusive of a large geographic area is a critical priority of Valley Health. Since Valley Health was founded in 1975, the way we have been caring for our community has evolved significantly. It is hoped that this report will reflect upon some of the ways we have provided healthcare to our population since our inception, but also profile several areas we and the greater healthcare community have identified as major demands for our population and the future healthcare status of our communities.

Obviously providing primary care through our more than 110 providers that serve over 65,000 unique patients 24 hours a day, 7 days per week, year round continues to be our foundation. In recent years and months, we have discovered that caring for our community means more than basic primary care. Assuring that our Community Health Center patients can have their medications available is necessary to completing care and quality care. Our expansion of the pharmacy program with 3 complete on-site pharmacies as well as a clinical pharmacist educating our community is not only vital but also a center of excellence. Having a training program for future pharmacists through a partnership with the Marshall University School of Pharmacy assists in our community mission so we can be certain we have providers of care in the future.

Certainly, our community has a significant healthcare issue that reaches around the need for behavioral health interventions as well as opioid addiction. Meeting the needs of our community in both areas has been a high priority and is well reflected in this report. The innovative community based internship program will also assist our community in addressing this crisis into the future.

As we attempt to navigate these turbulent times in healthcare, our community remains the priority. Challenges remain from federal funding HRSA fiscal cliff to the possible repeal of Medicaid expansion and other ACA enhancements. Our organization has weathered many topsy-turvy times in healthcare, and as we speak, we are navigating the uncertainty to the best of our ability. As you can see, our current financial condition is good, and we continue to prove we are high quality and low cost; better than most Community Health Centers in the nation as well as West Virginia. The reason we are in this position is because of our dedicated staff, but most importantly, the foundation of the organization, our community based Board of Directors. We would not be able to care for the community without that essential element.



Steven L. Shattls
Executive Director/CEO



Jill Hutchinson
Board Chair



Board of Directors



JILL HUTCHINSON
CHAIR

Retired Consultant for
Medical Malpractice Issues

*Community Health Centers
& Former CEO WV Primary
Care Assoc.*



GREG AGEE
VICE CHAIR

Operations Manager

Food Service Industry



BEN HOWARD
TREASURER

Retired Personal Banker &
Investment Representative

Huntington Bank



SHERRY PERRY
SECRETARY

Co-Director

*Eastern Cabell County Humanities
Organization, Inc.*



CHUCK CARROLL

Community Advocate

Special Populations



BILL BRYANT

Retired Principal

Ferrellsburg Elementary



COKEY MUTH

Retired Operating Room RN

Cabell Huntington Hospital

As a Federally Qualified Health Center (FQHC), our Board of Directors is comprised of individuals representative of our patient population and a majority of whom use the services offered by Valley Health. Through their diverse experience, our board members guide Valley Health with sound, ethical governance and financial management policies to meet the needs of our patients.

Executive Leadership

Steven L. Shattls, MPA Executive Director/CEO • Richard Weinberger, CPA Chief Financial Officer • Herbert Myers, DO Chief Medical Officer • Mathew Weimer, MD Chief Quality Officer • Karen (KVM) Villanueva-Matkovich, JD, MS Special Assistant to CEO/Chief Strategy Officer • Josh Hammonds, BA Chief Information Officer

New To The Board in 2017



JARED COLKER *President, W.Va. Electric Supply Company*

"I'm happy to be part of such a vital community organization. I have always appreciated the care I received from Valley Health as a patient. After joining the Board, I have now gained even more appreciation for the many ways the organization supports the health of communities throughout our region."

A Huntington native, Jared Colker is the President of W.Va. Electric Supply Company. Jared joined the company in 2007 as operations manager, becoming president in 2014. Jared has previously served on the Board of the Marshall Artists Series and River Valley Child Development Services and is a Paul Harris Fellow and member of the Rotary Club of Huntington. Prior to working for W.Va. Electric Supply Company, he worked as a data analyst for Bose Corporation in Boston, MA and graduated with a BS in business administration from the University of Denver.



PAULETTE MABRY *Retired Consultant*

"I have always had an interest in community health accessibility, especially for those at the low end of the economic spectrum. I feel honored to be a Board Member of a non-profit organization that meets the needs of community health by offering services in a very comprehensive, inclusive model."

Paulette Mabry served as president of Mabry Ventures, Inc., a diverse consulting group that provided administrative, policy and research expertise to both corporations, foundations and public entities. She is a graduate of West Virginia State College and John Carroll University in Cleveland, Ohio. Paulette worked extensively in evaluating and developing programs to address national and state community development and educational policies. She also owned and operated a successful retail business for nine years in Little Rock, Arkansas. Paulette was a researcher and writer for the Rockefeller Foundation School Reform Study from 1986-1991. She worked for 25 years as a faculty fellow with the Foundation for the Mid South as a trainer and coach in the Delta region and provided strategic planning assistance to their Workforce Alliance, Economic Development, and Families and Children Grant Programs in Arkansas, Louisiana and Mississippi. Six years ago after her husband, Larry Mabry, became the president and CEO of Woodlands Retirement Community, she retired and returned to West Virginia after living outside of the state for 45 years.



WHITNEY TROWBRIDGE *Former Retail Manager/Marketing Specialist*

"Being a part of Valley Health's Board allows me to connect with the community and utilize my degree while being a stay at home mom."

Whitney Trowbridge switched career paths to be a stay at home mom in 2013 after having served as a manager at a number of large scale retailers such as Victoria Secret. One of her positions was a manager of a \$25 million Target store after rising through the ranks from internship. She received her marketing degree from the University of Kansas. For the last eight years, Whitney and her family have been active members of the community and are avid Marshall fans as her husband is a faculty member at Marshall University.



Working together, facing the present as they're on the road to recovery, hand in hand

COMMUNITY'S GROWING NEEDS

YOUR NEEDS

Introducing Valley Health's Pre-Doctoral Internship Program

On July 31, 2017, Valley Health welcomed our first pre-doctoral psychology intern to the Department of Behavioral Health.

By providing a pre-doctoral internship program, Valley increases the number of highly trained behavioral health providers in the tri-state area. Furthermore, Valley is confident that offering this program will lead to enhanced recruitment of licensed psychologists. The training program not only serves a purpose for the intern but for the licensed psychologists currently employed with Valley. The supervisors in the department are able to fulfill career goals that include teaching and mentoring.

Under the supervision of the department's licensed psychologists, the intern will gain experience in four clinical areas. These areas include: Outpatient Psychotherapy, Medication-Assisted Treatment, Integrated Primary Care and Assessment. The internship also provides the opportunity for additional experience in the Dialectical Behavior Therapy (DBT) Program, both standard and

for substance use disorders. The internship is working toward American Psychological Association (APA) accreditation.

The internship program bridges the training gap between the doctoral practicum students that the department has been training over the last 4.5 years and the post-doctoral fellowship that had been added in the last 2 years.

"This is a wonderful opportunity to help cultivate a workforce prepared to meet the needs of our underserved patients," Dr. Rebecca Denning, lead psychologist and director of training with Valley, stated.



Dr. Rebecca Denning meets with Lindsey Kitchen, the program's first intern.

Valley Health Pharmacy Continues to Grow

Valley Health Pharmacy is quickly emerging as another critical piece to the puzzle making up the meaningful patient center medical home experience Valley Health provides to all patients thanks to funding from an Expanded Services grant, the relocation and expansion of the Wayne site, a partnership with Marshall University's School of Pharmacy, and a solid re-structuring in oversight and planning of the program.

Our first pharmacy, Valley Health Pharmacy-East Huntington, experienced both successes and challenges with the implementation of a new software system in 2016. This system has provided improved workflows, accurate and real-time reporting, and added tools that bolster quality checks and balances in dispensing. Additionally, an Expanded Services Grant afforded the opportunity to open a second pharmacy at our Valley Health-Huntington location that same year. Pharmacy Director, Ashley Houvouras, helped design a concept that not only caters to the Valley Health-Huntington patient population, but also serves as a quick option for those being seen in after-hours care. Valley Health Pharmacy-Huntington has grown steadily its first year and filled over 2,500 prescriptions before the one-year anniversary in September 2017.

On the heels of the opening of Valley Health Pharmacy-Huntington, was the introduction of our third location, Valley Health Pharmacy-Wayne, in June 2017. Situated in a suite at the new Valley Health-Wayne location, it has created an excitement within the Wayne community and has served over 200 established Valley Health patients who had never used our pharmacy services. Our third site is on track to fill a projected 10,000 prescriptions by the end of 2017; with Valley Health Pharmacy-East Huntington projected to fill nearly 50,000 prescriptions in that same time frame. Lastly, the pharmacy team has developed a mail order prescription delivery program, which is on track to be implemented by December 2017.

A HUB FOR EDUCATION

In addition to providing training and guidance to the new pharmacies, Valley Health Pharmacy-East Huntington serves as the hub for Valley Health's partnership with Marshall University's School of Pharmacy (MUSOP). The pharmacy has hosted three pharmacy residents and led the accreditation process through the American Pharmacists Association for the MUSOP Valley Health residency program, which is now in its second year.





*Pharmacists: Tia Via,
Nicole Thacker,
Ashley Houvouras,
David Davis*

*Clinical Pharmacist:
Megan Peterson*

CLINICAL PHARMACY SERVICES

Rounding out our pharmacy program is the critical addition of clinical pharmacy services, provided by our clinical pharmacist, Megan Peterson. Megan has been instrumental in working with patients who have chronic disease management issues, as well as providing comprehensive medication reconciliations as a service to our primary care providers. Clinical pharmacy services lend to an increase in medication adherence and often better health outcomes for our patients.

ALIGNED FOR THE FUTURE

As Valley Health Pharmacy has grown, administration has bolstered the program with oversight and structure designed to develop

benchmarks and strategies that will position this service line for top quality service and financial success. Associate Chief Financial Officer Mary-Beth Brubeck was named the pharmacy operations director mid-2017. Alongside her current responsibilities, she oversees Valley Health Pharmacy with a financial perspective that drives increases in vendor price negotiations, third party relations, and the development of a competitive business model.

Additionally, Lori Childers was named pharmacy business manager to assist all three pharmacies achieve and maintain expected performance goals. Pharmacy Director Ashley Houvouras continues to lead our pharmacy team in prioritizing outstanding quality and accuracy in healthcare to our patients beyond the exam room.

“Clinical pharmacy services are an integral part of our patient care system at Valley Health. The clinical pharmacy team provides support to our providers to make the best treatment decisions for our patients and proves as a resource for follow-up and education to our patients.”

-Megan Peterson, Clinical Pharmacist

Medicated-Assisted Treatment Services

Expands Due to Growing Community Need

Across the nation, communities are facing a rapid increase in the prevalence of substance use disorders. Few places is this epidemic more strongly felt than West Virginia where fatal drug overdoses continue to rise and whose death rate outpaces any other state in the country, at 41.5 per 100,000 individuals in 2015 (CDC, 2015). However, many West Virginians are striving to overcome their addiction. In a single-day count in 2015, over 10,000 individuals were enrolled in substance use treatment (SAMHSA, 2015).

To meet the community's growing treatment needs, Valley Health has expanded our two comprehensive Medication-Assisted Treatment (MAT) Programs located at the Hurricane and newly added Highlawn health centers. Participants admitted to these programs receive maintenance therapy medication for Opioid dependence, professional therapy services and advocacy. Furthermore, Valley's own Lisa Childress, FNP-C, partners with the Cabell County Drug Court system to provide Vivitrol services to individuals with opioid or alcohol dependence. In 2016, Valley provided MAT services to 383 unique patients.

In January 2017, the Substance Abuse and Mental Health Services Administration (SAMHSA) granted physician assistants and nurse practitioners the ability to apply for the DATA 2000 Waiver. Since that time, 6 nurse practitioners currently employed with Valley have completed the required training and subsequently received the ability to begin providing MAT. To accommodate the additional providers able to prescribe maintenance therapy medication, we hired 4 additional licensed behavioral health providers in 2017 to work either part or full-time in the MAT program. With these

additions, we now have 9 licensed behavioral health providers performing therapy services for the programs.

Valley reopened the Highlawn health center on September 5, 2017 for primary care and behavioral health services. By reopening the health center, Valley is able to expand access to MAT for a minimum of an additional 120 unique individuals. The space also allows for providers, employed at other healthcare agencies, the opportunity to shadow the program and learn more about how they can start providing this service to their patients.

Valley is one of 6 community health centers that provide MAT services in the state of West Virginia. Furthermore, we are one of the few comprehensive programs that accept Medicaid in our communities and provide services to all individuals regardless of their ability to pay.

While Valley has been successful at increasing access for substance use treatment services, like many other community health providers, we face uncertainty in funding and reimbursement for our services. Many patients seeking substance use treatment services received coverage under the Medicaid expansion. Coverage under the expansion has not only provided these individuals with increased opportunities to receive treatment in their community but also covers most of the cost for maintenance therapy medication.

Of the 360 individuals that received MAT services in 2017, 313 individuals had Medicaid as their primary insurance and 24 had Medicaid as their secondary insurance.



(L) Bobbie and James McFoy. During recovery, Bobbie rediscovered her love of drawing, which is skillfully showcased in the poster she created to hopefully move at least one person toward recovery. (R) Jeremy Guthrie with his winning poster.

Celebrating Our Patients in Recovery

Often times much of what we hear regarding the opioid crisis is related to the number of overdoses in our community, but we seldom hear about those in recovery. In celebration of all our participants in recovery, VHS held a recovery poster contest for individuals in the MAT Program during National Recovery Month. Each participant was encouraged to create a piece of artwork, whether that is a drawing, poem, or story, of what recovery means to them. Two winners were selected from each site. Each winner received a patient appreciation basket that included a Color Me Calm coloring book, journal, and two gift cards.

To offer a firsthand experience about the program, we took the time to talk with two of the poster contest winners, Bobbie McFoy and Jeremy Guthrie.

MEET THE MCFOYS

Bobbie and her husband James are both participants in the Hurricane MAT program. Bobbie spent 10 years in active addiction, while James spent 23 years after first using drugs at age 5. Both were seeking a lasting change, which is what brought them to VHS.

Q. What can you tell us about your recovery experience?

A. *“We learned our addiction wasn’t a choice, and we found out solutions to the underlying problems as well as learned the life and coping skills we needed to succeed. The program keeps you busy so you don’t stay idle or else you slip back.”*

Q. Would you recommend the Valley Health MAT Program?

A. *“We would recommend Valley Health 110%. It is the best structured and consistent program we have seen – what you need when trying to get your life in order. The people here would drop anything to help. We would not have made it without the help here. Many people told us that the program would pull our relationship apart, but really it brought us closer together.”*

Q. What would you tell others thinking about recovery?

A. *“Don’t be afraid or ashamed of your addiction. It doesn’t discriminate, affects everyone and will grow in your life. We got to the point where we were willing to sell everything for it. Now, thanks to the three years in the program, we are finally working toward getting things back.”*

MEET JEREMY GUTHRIE

A Boone County resident, Jeremy has been a Hurricane MAT program participant for almost 2 years. He first began using at age 14.

Q. What has your experience been so far with the Valley Health MAT Program?

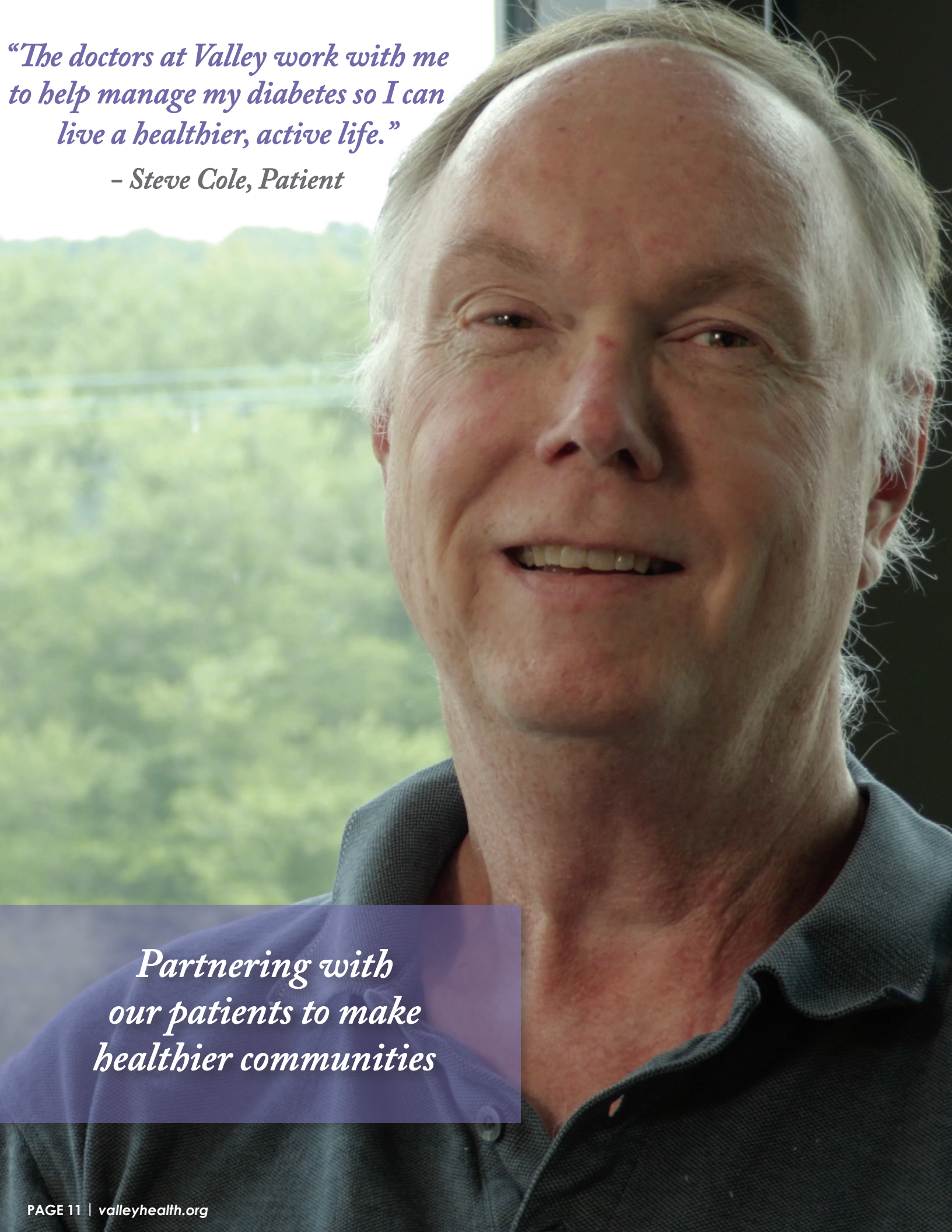
A. *“The program helped me turn my life around for the better. It gave me the tools and support system I needed for recovery. They make me feel like family and give me structure. They let me know that I am not alone and that other people are willing to help without stereotyping and making you feel unwelcome. While I initially got off to a bumpy start, I got my priorities in line. I was able to enroll back in school, something that would’ve been a thought but wouldn’t have been an option before.”*

Q. What does your poster mean to you?

A. *“In my poster a guy is hiking, one of the things I liked to do but haven’t been able to due to my addiction. I lost myself along the way, but right now, I am on the right path to pick up the pieces and put them together again.”*

Q. What would you tell others thinking about recovery?

A. *“Do it. Don’t just think about it. Put action into the words. You will want to do it sooner rather than later. If I can do it, anyone can. The first step isn’t easy, but it gets better.”*



“The doctors at Valley work with me to help manage my diabetes so I can live a healthier, active life.”

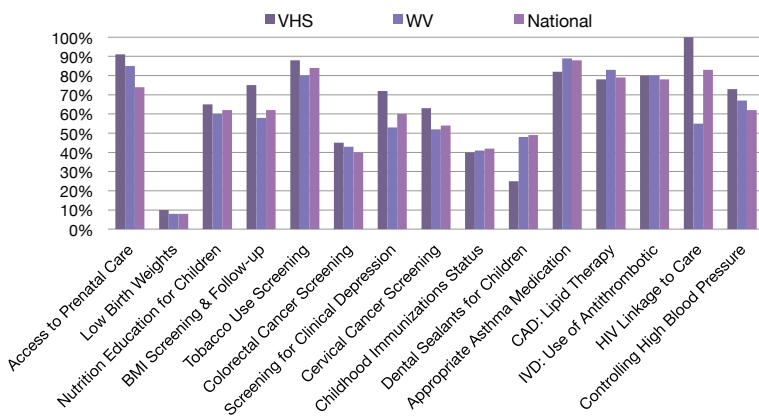
– Steve Cole, Patient

*Partnering with
our patients to make
healthier communities*

Experience - The Commitment to High Quality at a Low Cost

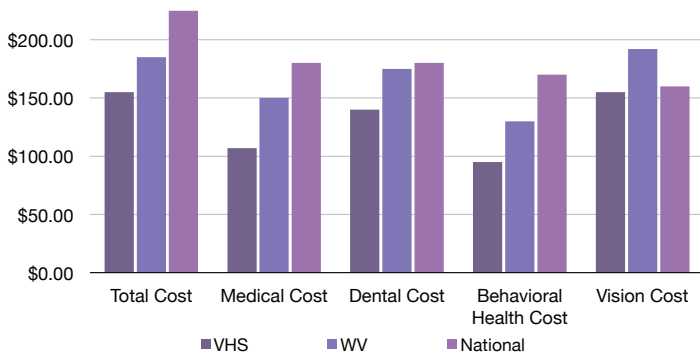
At Valley Health, we are committed to caring for the community with the highest quality in services delivered while maintaining a sharp focus on cost containment and fiscal soundness. This commitment is given life by a supportive Board of Directors who shares our passion for providing excellent healthcare to all and serves as a motivation behind our continual growth and expansion. The growth and expansion provide much needed access to services in the community and are evidence of our commitment in making the patient experience a product of a true Patient-Centered Medical Home.

Evolving into today's Patient-Centered Medical Home is not cheap. There are ever-rising healthcare costs and uncertainties with reimbursement models that require a delicate balance between fiscal conservatism and strategic expansion. We are one of a few community health centers offering 13



services with an average cost per visit barely half of the nationwide average.

Rounding out our goal of serving the community with a full complement of affordable services is a strong initiative to measure certain health indicators that are indicative of patients' understanding of their health and cooperation with their providers' guidance. Valley Health has performed well above the nationwide and statewide averages for several years with these measures and has set a standard of high-quality, low-cost care that maximizes our patients' experience and continually re-energizes our commitment. In 2016/2017, we had an average of these measures of compliance combined at 72%-- 10% above the national average and 13% above the state's average. As we move forward, we continue to implement practices that will position us for consistent improvement in the years to come.



Experienced Focus On Quality



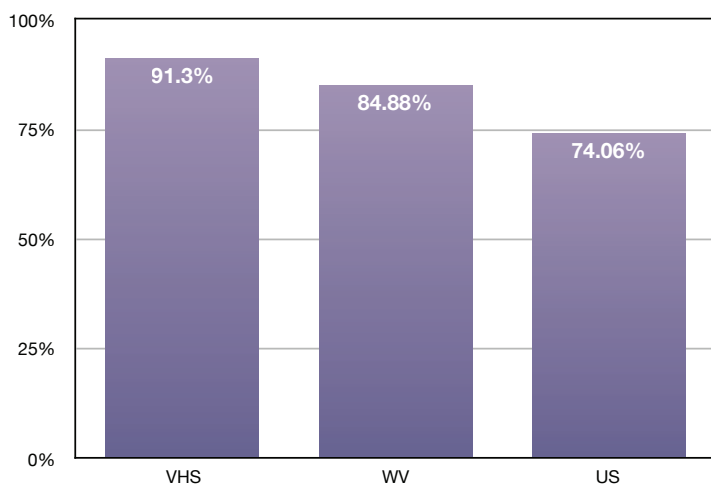
“The QA committee works to make sure every patient gets the safest and highest quality care. The underserved population we serve is typically higher risk, and QA ensures a process/protocol/workflow to make sure that our patients’ care exceeds the medical standard.”

-Dr. Ellie Hood,
QA Committee Member

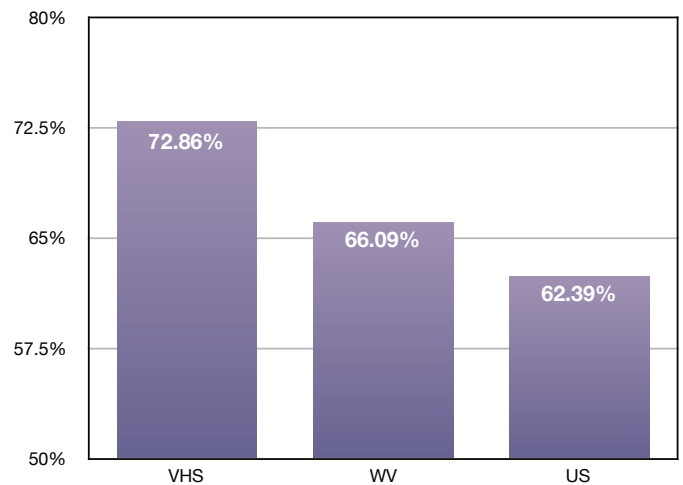
Valley Health, as an FQHC, is required to engage in continuous quality improvement under the direction of the Quality Assurance (QA) Committee. The efforts of this committee and the various Valley Health sections with which it collaborates consistently lead to high quality outcomes for patients in our community. In the 2016 measurement period, Valley Health performed better than the state and national averages for 11 out of 16 clinical measures with a total cost of care that is 85% of the state average and 71% of the national average.

Further, Valley Health applied this year for recognition by the National Committee for Quality Assurance (NCQA) for our 15 core primary care locations. All of our locations have been recognized at the highest level, level 3, as Patient-Centered Medical Homes.

Access to Prenatal Care (first prenatal visit in 1st trimester)



Controlling High Blood Pressure (Hypertensive Patients with Blood Pressure < 140/90)

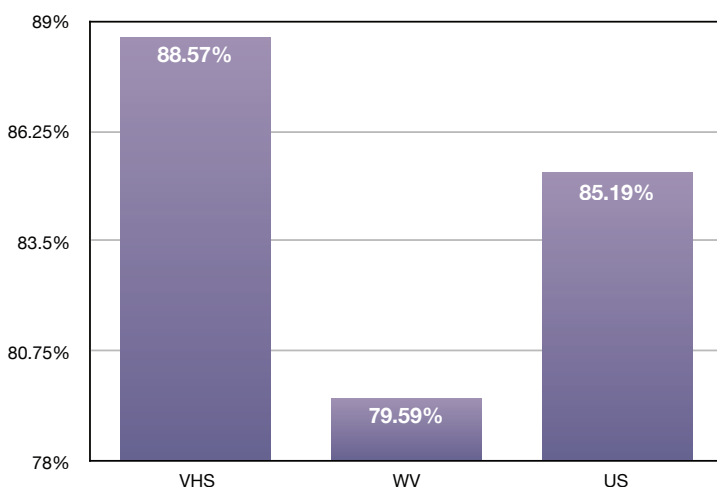


ACCREDITED SITES:

<i>10th Street</i>	<i>Point Pleasant Pediatrics</i>
<i>East Huntington</i>	<i>Southside</i>
<i>Coal Grove</i>	<i>Steptown</i>
<i>Fort Gay</i>	<i>Teays Valley</i>
<i>Harts</i>	<i>Upper Kanawha</i>
<i>Huntington</i>	<i>Wayne</i>
<i>Hurricane</i>	<i>Westmoreland</i>
<i>Milton</i>	

The committee consists of a core group of clinicians and other staff that meets monthly to address policies and procedures related to clinical affairs, compliance, safety, risk management and other key areas. Each core committee member also serves on either the risk management or safety subcommittee, both of which meet quarterly. QA meetings occur each month with the exception of December. The committee meetings are open to all Valley employees, and they are frequently attended by employees that are not on the core committee. The committee works with the compliance department to monitor Uniform Data System (UDS) clinical measures with audits occurring on a schedule throughout the year. The results of these audits along with feedback and recommendations are disseminated throughout Valley via the QA committee.

Tobacco Use Screening and Cessation Intervention



QA Core Committee Members:

Mathew Weimer, MD

Chief Quality Officer | *committee chair*

Lisa Childress, FNP-C

Nurse Practitioner | *risk management*

Michael Hackman, MD

Behavioral Health | *risk management*

Ellie Hood, MD

Obstetrics-Gynecology | *risk management*

Andrea Kelly, DDS

Dental | *safety*

Jordan Nash, MD

Pediatrics | *safety*

Megan Peterson, RPh, CDE

Clinical Pharmacy | *risk management*

Tia Via, PharmD

Pharmacy | *safety*

Daniel Whitmore, DO

Internal Medicine/Pediatrics | *safety*

The safety subcommittee also includes Jenna Misiti (*in-house counsel and compliance officer*), Jerry Wilson (*maintenance director; subcommittee chair*) and Mathew Weimer, MD.

The risk management subcommittee also includes Jenna Misiti (*in-house counsel and compliance officer*), Herb Myers, DO (*CMO; subcommittee chair*) and Mathew Weimer, MD.

Standing meeting agenda items: *Lab, Pharmacy, Dental, Optometry, EHR/IT, Risk Management/Safety, Compliance, Uniform Data System, Referrals, Patient-Centered Medical Home, Behavioral Health, Diabetes Education (CDE) Program.*



Advocating for our communities by reaching beyond the exam room

Wayne Fall Festival Parade

BEYOND THE EXAM ROOM

Engaging the Community through **Outreach, Advocacy & Experience**

As a Community Health Center (CHC), we believe it is important to be a part of the community in ways beyond providing quality healthcare, which is why each year we support local events and organizations. Most notably this year, we had the opportunity to engage the community through our celebration of National Health Center Week (NHCW), August 13-19. Each year CHCs observe NHCW to raise awareness about the mission and accomplishments of America's Health Centers over the course of more than 50 years.

Valley Health kicked off the week with a social media contest where participants shared pictures of what it meant to them to #BeValleyHealthy on Facebook, Twitter and Instagram.

Entries included pictures of their favorite healthy snack, taking a walk, kayaking or

showing their support for community health centers. Gift cards were awarded to a winner every day. Each Valley Health medical office also gave patients the opportunity to sign up for a drawing for baskets valued at \$50.

Tuesday, August 15, Valley Health – Wayne partnered with WIC, WVU Extension and Wayne County Farmers Co-Op to host a Pop-Up Farmer's Market. Over 100 people attended the



WIC participants received vouchers to use at the Pop Up Farmer's Market to help promote healthy eating and support local farmers.



(L) Gift basket prize for National Health Center Week (R) #BeValleyHealthy contest submission

“As a Community Health Center (CHC), we believe it is important to be a part of the community in ways beyond providing quality healthcare, which is why each year we support local events and organizations.”

(L) #BeValleyHealthy contest submission (R) Cabell WIC staff group photo, after eating their free lunch for achieving 100% advocacy participation for their site



event. Due to its success, plans are underway to offer the market on an ongoing basis in the future.

Thursday, August 17, Valley Health hosted an American Red Cross Blood Drive at its East Huntington office. The drive collected 23 donations from employees and community members.

CELEBRATING ADVOCACY

During the week, Valley also took the time to celebrate our staff and Board's commitment to CHCs. Over the summer, 75% of Valley's staff and Board registered as a health center advocate with the National Association of Community Health Centers (NACHC). Advocates are to be actively engaged with NACHC, be a voice in federal and state healthcare policy issues and do their part to create a true culture of advocacy.



As a way to say thank you for their support, each individual who signed up received an "I Love Health Centers" t-shirt, and the 23 sites who reached 100% participation enjoyed a free lunch.

#BeValleyHealthy contest submission



2017 Community Outreach Activities

- Upper Kanawha Community Health Fair
- 3rd Annual Summer Safety Day
- Collection for Red Cross Hurricane Harvey Disaster Relief
- Caring for Infants at Lily's Place
- Participation in Numerous Local Festivities, Including Chili Fest, Fall Fest, Pumpkin Parade, Wayne County Fair, Mason County Fair and Heritage Day
- Sponsored Youth Athletic Programs Across the Region
- Collection for Hygiene Products for School-Based Health Centers to Have Available for Students
- Colors for a Cure and Care for Your Colon 5K Teams
- WIC Food and Nutrition Fair
- Matched Employee Donations to United Way for Lauren Floyd, FNP, to Go "Over the Edge" and Rappel Off the WV Building in Huntington, WV
- And Many More!

New Providers



Aaron Brownfield, MD

PEDIATRICS

EDUCATION: Marshall University School of Medicine, 2014

RESIDENCY: Marshall University School of Medicine

LOCATION: Hurricane



David Davis, PharmD

PHARMACY

EDUCATION: University of Charleston, 2010

LOCATION: Pharmacy Wayne



Artina Lane, MD

FAMILY MEDICINE

EDUCATION: Marshall University School of Medicine, 2012

RESIDENCY: Marshall University Department of Family & Community Health

LOCATION: Wayne



Kelly Logan, DO

PSYCHIATRY

EDUCATION: WV School of Osteopathic Medicine, 2013

RESIDENCY: WVU-Charleston Division

LOCATION: Hurricane

MID-LEVEL PROVIDERS

Kelli Chapman, LPC

Martha Fernandez, PsyD

Gina Lendvay, LICSW

Tammi Lewis, LPC, AADC

Kimberly Neely, AGACNP-BC, CDE

Jessica Perdue, FNP-BC

Britni Ross, PsyD

Laura Wiley, LPC

Provider Spotlights

Q. Why did you initially choose Valley Health and continue to stay after all these years?

Dr. Whitmore: I chose to work for Valley because of its Mission to serve the underserved and give this group of citizens high quality healthcare. I can relate growing up with humble beginnings - where families work hard trying to make things meet and barely getting by. I am proud to work for Valley Health. Our standard of care for patients is high, and we provide many services that are needed. I hear many community members, physicians and nurses outside of Valley Health say good things about the company.

Q. How has your ability to care for the underserved in the community grown in recent years?

Dr. Whitmore: With the expansion of Medicaid, my patient population has grown tremendously, and it is all due to access and affordability. If funding were lost, I can guarantee that fewer patients would return for routine/preventive checkups, needed visits for chronic disease management would not be kept, and patients would wait too long to seek medical help for acute illnesses. Thus, there would be an increase of unnecessary visits to the emergency department at a much higher health care cost to the medical system.



DR. DANIEL WHITMORE

Internal Medicine & Pediatrics

- Joined Valley Health in 2002
- Practices at Valley Health - Huntington and Wayne
- Provides Care at Lily's Place & Newborn Nursery Service at Cabell Huntington Hospital
- Pediatric Department Chair, QA Committee Member & Safety Committee Member at Valley Health
- NTU Committee Member at Cabell Huntington Hospital



Q. Why did you initially choose to join Valley Health last year?

Dr. Westfall: I chose Valley Health because I was looking for a practice where I could see a variety of patients from different backgrounds with various medical conditions that needed comprehensive care. I also really enjoyed the staff I met during my interview and agreed with the values of the company.

DR. CHRISTINE WESTFALL

Internal Medicine & Pediatrics

- Joined Valley Health in 2016
- Practices at Valley Health - Milton
- Member of the American Academy of Pediatrics & American College of Physicians

Q. How have you been able to care for the community through Valley Health?

Dr. Westfall: I have been able to care for the community through the relationships I have built with my patients, staff and other providers at Valley Health.

Provider Directory

AUDIOLOGY

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

BEHAVIORAL HEALTH

Michael Hackman, MD
Whitney Fulton, MD
Kelly Logan, DO
Stacy Sheppard, PMHNP-C
Dorothy Boston, PsyD
Rebecca Denning, PsyD
Martha Fernandez, PsyD
K. David Oxley, PsyD
Kelcey Perkins, PsyD
Britni Ross, PsyD
Kimilee Wilson, PsyD
David Wolfe, PsyD
Colleen Caldwell-McComas, LPC, NCC
Kelli Chapman, LPC
Michael Goldman, LPC, ALPS, LCSW
Tammi Lewis, LPC, AADC
Carolyn Scarberry, LPC
Sherri Steele, LPC, ALPS
Terry Vance, LPC, NCC
Laura Wiley, LPC
Gina Lendvay, LICSW
Lindsey Kitchen, Psychology Intern
Paige Stewart, Psychology Intern

DENTISTRY

Andrea Kelly, DDS
Stephen Beckett, DDS
Daniel Brody, DMD
Stephen Minor, DDS
Nabila Raja, DDS
Kara Smith, DDS
Kevin Stephens, DMD
Taylor Bradshaw, RDH
Brandi Epperly, RDH
Aimee LeBlanc, RDH
Rebecca Secoy, RDH
Tina Triplett, RDH
Misty Wido, RDH

EAR, NOSE AND THROAT

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

FAMILY MEDICINE

Scott Davis, MD
Shelley Bailey, MD
Chris Branam, MD
Matthew Christianson, MD*
Jenifer Hadley, DO
Zachary Hansen, MD
Buddy Hurt, DO
Artina Lane, MD
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-BC
Lisa Childress, FNP-C
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
Jessica Perdue, FNP-BC
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

GENERAL MEDICINE

Linda Eakle, DO
Kimberly Neely, AGACNP-BC, CDE

INTERNAL MEDICINE

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

Daniel Whitmore, DO, FAAP

OB/GYN

Ellie Hood, MD
Andrea Kellar, MD
Richard Booth, MD
Ashleigh Clickett, DO
Joseph Derosa, DO
Rafael Molina, MD
Herbert Myers, DO
Aaron Scaife, MD
Andrea Vallejos, MD

OPTOMETRY

Alvin Ginier, OD

PEDIATRICS

Daniel Whitmore, DO, FAAP
Megan Bartram, MD
Aaron Brownfield, 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
John Wiltz, MD

PHARMACY

Ashley Houvouras, PharmD
David Davis, PharmD
Nicole Thacker, PharmD
Khristina Via, PharmD
Megan Peterson, RPh, CDE

ULTRASOUND

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

Section Chiefs & Department Leads are in Bold and Italicized

*Contracted with Marshall Health for MAT

Excellent Care at the Highest Quality

“Over the past 25 years, I’ve witnessed firsthand the benefits patients experience from Valley Health’s ability to provide healthcare over a constantly expanding range of disciplines. Our team continues to evolve in order to meet the growing needs of patients and their families.”

-Dr. Herbert Myers, Chief Medical Officer





*Growing resources
to better serve the needs of
patients and our community*

Garden for WIC Participants

WHERE WE ARE GOING

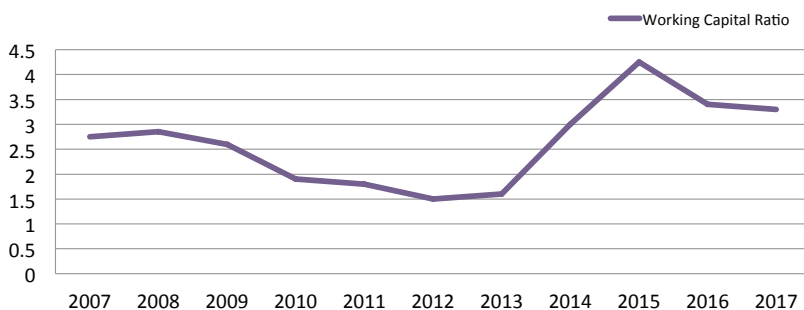
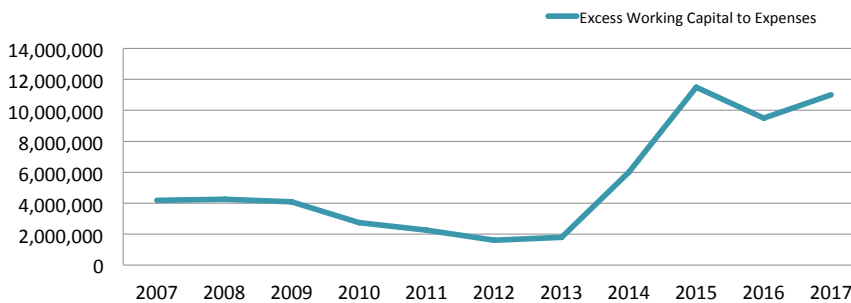
Fiscal Condition 2017

Positioned to Benefit Our Communities and Address Challenges

For 2017, Valley continued to operate profitably within a strong bottom-line and improving balance sheet despite being within a regulatory

environment that threatened some of Valley's revenue streams and required operational dexterity to fit the requirements of the healthcare marketplace.

Working Capital Margin



WORKING CAPITAL

The working capital chart exemplifies in one aspect this strength, in that Valley is consistently maintaining its average working capital at a level that comfortably covers average monthly operating expenses. Furthermore, this margin of average working capital versus average monthly expenses is increasing, indicating improvement.

“In meeting community demand, Valley is generally seeing more patients and as a result is hiring more providers to see those patients. With this increased volume, the average charge per patient has decreased (benefiting patients) and correspondingly the average cost incurred by Valley has decreased.”

COMMUNITY BENEFIT

Valley defines itself by the community benefit it provides. This is good news for our communities, as fiscal strength helps assure that they can count on Valley to “be there” as it provides the medical services and jobs that are vital to them.

As Valley’s financial resources have increased, it has been able to invest in its communities.

Capital expenditures in 2017 almost doubled from the previous year. These expenditures related primarily to renovations and improvements to its facilities and equipment.

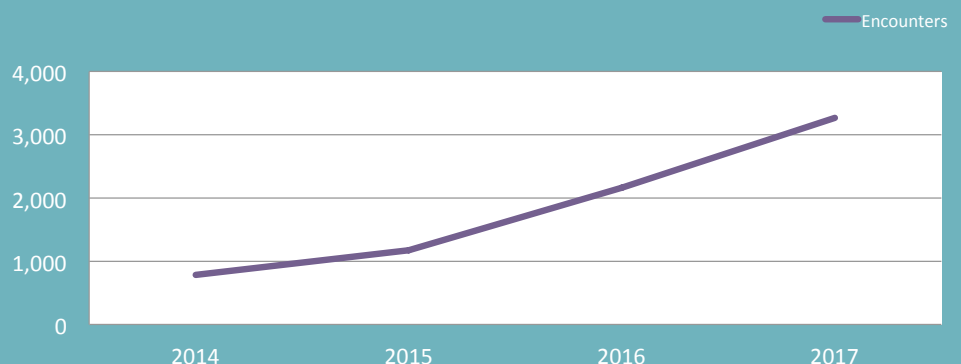
In the 2017 fiscal year, Valley’s new Wayne facility was placed in service at a cost of approximately \$5 million.

SUBSTANCE USE DISORDER (SUD)

As the national drug crisis has worsened, so too has its effect on most of the communities Valley operates within.

Valley has met this need with additional provider personnel and is seeing an increasing number of patients affected. Valley has also invested in a newly renovated facility known as Valley Health - Highlawn to better serve these patients. The following chart shows the

greater than fourfold increase in SUD encounters over the last three years.

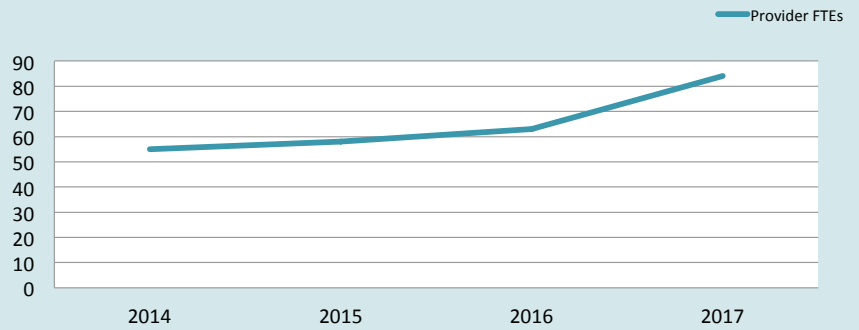


SUD Encounter Growth

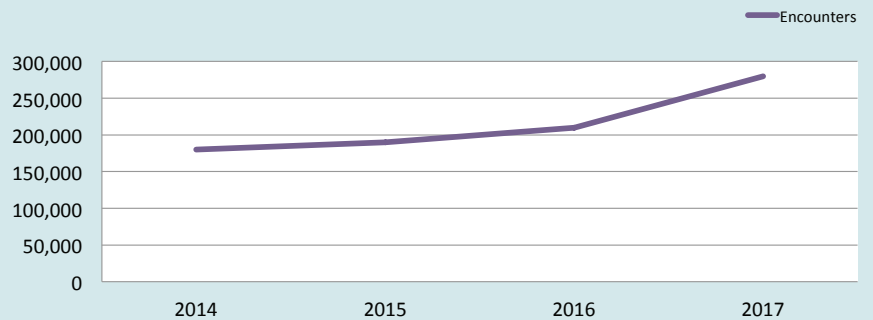
OVERALL UTILIZATION/ COST TREND

In meeting community demand, Valley is generally seeing more patients, and as a result, is hiring more providers to see these patients. With this increased volume, the average charge per patient has decreased (benefiting patients) and correspondingly, the average cost incurred by Valley has decreased. Valley's low cost characteristics are discussed in another section of this annual report and highlight Valley's favorable cost comparison both statewide and nationally. Included here are charts displaying patient encounter growth as well as growth in number of providers. Highlighting the previously referenced community benefit related to patient cost savings, is the chart showing revenue per encounter and cost per encounter.

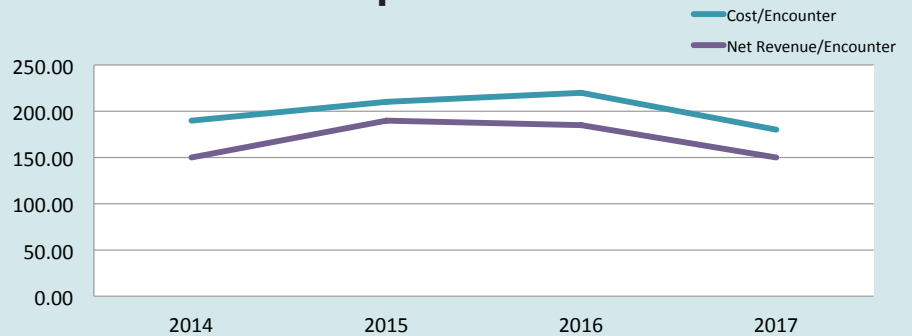
Provider Growth



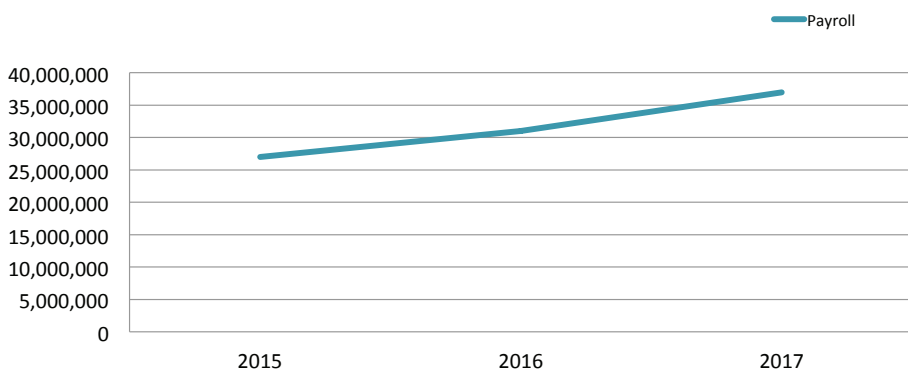
Encounter Growth



Cost per Encounter



Growth in Payroll



EMPLOYMENT

Valley is a major employer within the communities that we serve. As the chart indicates, payroll has grown over 40% in the last 2 years. Quality provider recruitment, increased service lines, new locations, expanded capacity and growing demands are driving this increase.

Navigating The Future

A Focused Strategy To Care For The Community

In March of 2017, a multidisciplinary team of Valley administration and staff developed a three year strategic plan to guide its business strategies and decisions to demonstrate in new ways our deep commitment to caring for the community. We recognize that as a leader in integrating medical, dental and mental healthcare Valley has a great responsibility to evolve and respond to change in a manner that reflects the trust of our patients and the communities in which we live and work.

Valley is pursuing six critical strategic priorities that focus on emphasizing access to the highest quality

services at the lowest cost. The plan underscores Valley's dedication through the development of resources that facilitate and provide access to over 65,000 patients in our service area. The plan establishes new, multi-year goals focused on necessary internal oversight, improvement of processes and procedures to increase efficiency, utilization of data to enhance the provision of services as well as regulatory compliance, financial stewardship and collaborations with community partners.

Valley Health Strategic Goals

STRATEGIC GOAL I:

Strengthen organizational infrastructure with an emphasis on clinical operations.

OBJECTIVES

- A. Require provider engagement and participation in organizational development.
- B. Increase efforts to provide timely reports and feedback on clinical measures.
- C. Standardization of policies and procedures for the monitoring and maintenance of facilities and equipment for safety and reliability.

STRATEGIC GOAL II:

Maintain fiscal viability including growth of cash-on-hand, and utilize measurement reports to steer financial decisions and ensure growth.

OBJECTIVES

- A. Implement techniques to increase the amount of cash-on-hand to include improving patient collections, reducing number of days in accounts receivable, and securing additional grant funding.
- B. Evaluate and adapt to emerging trends in the healthcare and payer market.
- C. Increase interdepartmental collaboration with regards to fiscal responsibilities.

STRATEGIC GOAL III:

Utilize and standardize technology, based on nationally accepted benchmarks, to improve quality of care and clinical decision-making to ensure that data is reliable.

OBJECTIVES

- A. Maximize clinical efficiency and accountability through use of technology.
- B. Utilize technology to guide providers through emerging trends in EBP.

STRATEGIC GOAL IV:

Develop and implement strategies to ensure that patient care is of the highest quality.

OBJECTIVES

- A. Maintain and improve patient care standards with oversight, guidance and monitoring by the Quality Assurance (QA) committee.
- B. Maintain corporate compliance and improve risk management including prioritizing safety protocols and standards.
- C. Assess and develop competency of all relevant positions.
- D. Through a diverse, multidisciplinary coalition of providers, be a leader in patient-centered care through enhancing quality, improving the health of populations and reducing costs.

STRATEGIC GOAL V:

Recruit and retain highly qualified employees.

OBJECTIVES

- A. Develop onboarding process for new employees.
- B. Evaluate benefits that attract competent employees.
- C. Increase development and training for all employees.
- D. Integrate outstanding and consistent customer service.

STRATEGIC GOAL VI:

Strengthen Valley Health's presence in the community.

OBJECTIVES

- A. Continue to maintain our current relationships, expand upon opportunities as presented, and influence statewide initiatives focused on quality, policies and other changes that will impact the organization.
- B. Continue to maintain our current relationships, expand upon opportunities as presented, and influence national initiatives focused on quality, policies and other changes that will impact the organization.

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.

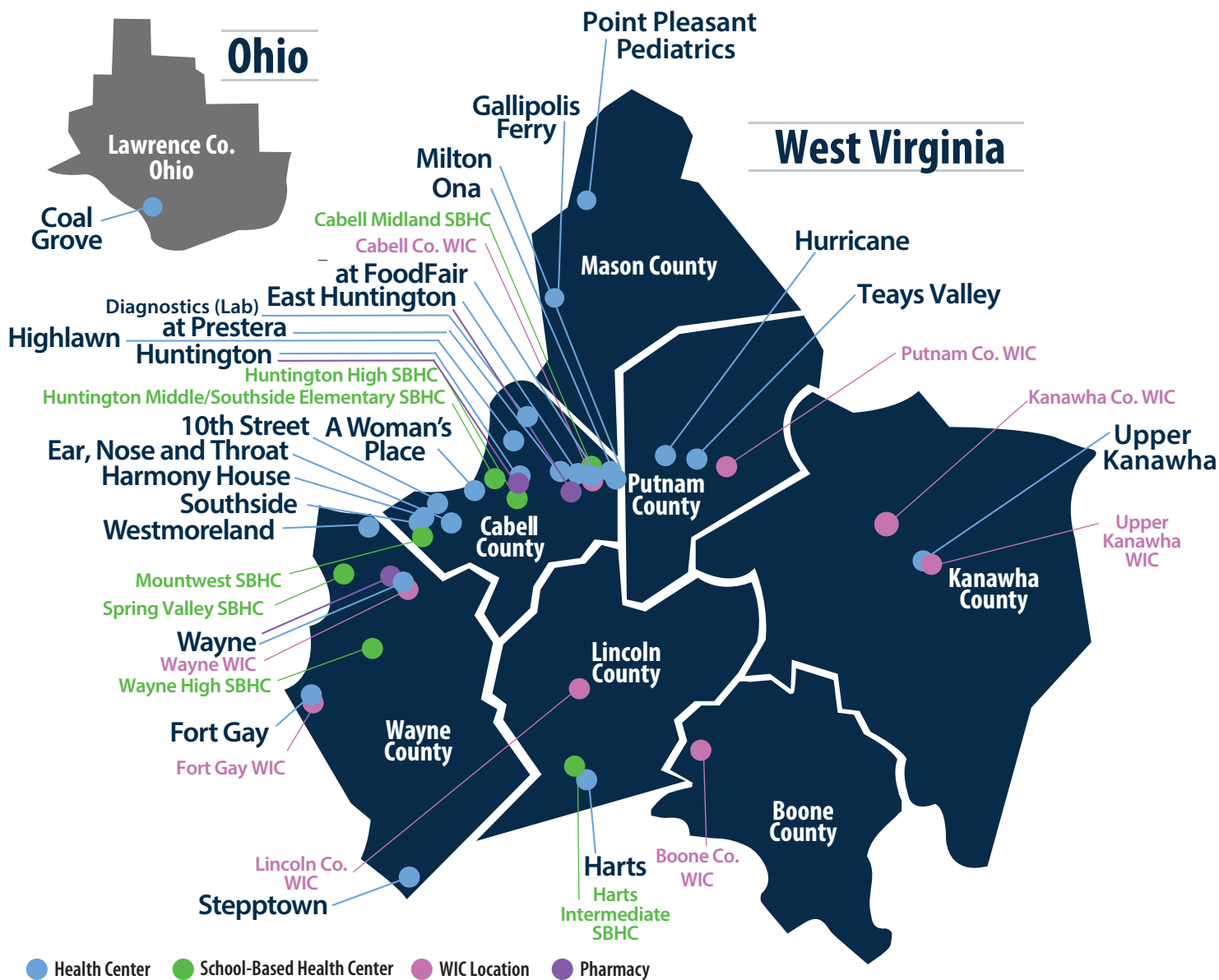
VALUES

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



Health Centers, Pharmacies & WIC

Valley Health Locations

10th Street
 A Woman's Place
 Coal Grove
 Ear, Nose and Throat
 East Huntington
 at FoodFair
 Fort Gay
 Gallipolis Ferry
 Harmony House
 Harts
 Highlawn
 Huntington
 Hurricane
 Milton
 Ona

Point Pleasant Pediatrics
 at Pretera
 Southside
 Stepptown
 Teays Valley
 Upper Kanawha
 Wayne
 Westmoreland

School-Based Health Centers

Cabell Midland
 Harts Intermediate
 Huntington High
 Huntington Middle
 Southside Elementary
 Mountwest

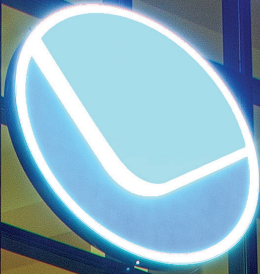
Spring Valley
 Wayne High

Pharmacies

East Huntington
 Huntington
 Wayne

WIC Locations

Boone County
 Cabell County
 Fort Gay
 Kanawha County
 Lincoln County
 Putnam County
 Upper Kanawha
 Wayne



*Committed to working
together, advocating for
communities, partnering
for the future*



VALLEY HEALTH

www.valleyhealth.org

VALLEY HEALTH
FRONTON