

2013

Annual Report

Choosing Valley Health



VALLEY HEALTH

BOARD OF DIRECTORS

In memory of Jack Thornburgh

Valley Health lost one of its greatest advocates and leaders, Jack Thornburgh, board chair emeritus, at the age of 77, on January 17, 2013. It is with a grateful heart that Valley Health remembers Jack and his unselfish and dedicated service to this organization.

For more than 30 years, Jack Thornburgh was at the center of Valley Health. Jack first became involved in the late 1970's when he helped bring Guyandotte Medical Services, as its president, under Valley Health's umbrella in a practice to what would be later known as Valley Health – Carl Johnson. From the beginning, Jack played an integral role in establishing policies and implementing financial resources that were instrumental in Valley Health's progressive achievements.

Jack served the Valley Health board in a variety of leadership positions, including chairman, and in late 2009, he was bestowed due recognition as the board's chair emeritus. His service at Valley Health, however, was only the tip of the iceberg when it came to community involvement. Jack was extremely devoted to his beloved Huntington home, serving in many career positions that culminated in his appointment in 2001 as city of Huntington's deputy mayor and director of finance and administration. Jack also made his mark on the region as a director for the Huntington Municipal Development Authority, a director for the Urban Renewal Authority, chairman of the Unsafe Building Commission and chairman of the Huntington Municipal Parking Board.



Steve Shattls,
Valley Health's
Executive Director
and CEO.

"Jack Thornburgh was a man of honor. Throughout his tenure on our board, Jack continuously reinforced Valley Health's mission of providing quality healthcare to every segment of the population. The direction, guidance and commitment he provided our organization was unwavering, and we will always be thankful for this man and for the success he helped us achieve. He will forever be missed."

Greg Agee
Operations Manager
Colonial Food Service Equipment



Evan Jenkins
WV State Senator, Attorney and
Executive Director of
WV State Medical Association



Ann Allen
Retired Nursing Administrator
Outpatient Surgery Centers



Gary Kelly
Retired Bank Executive
City National Bank



Bill Bryant
Retired Principal
Ferrellsburg Elementary



Bill Marcum
Retired Coal Executive
KY Coal Association - Massey Coal



Charles Carroll
Community Advocate
Special Populations



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



Ben Howard
Retired Personal Banker &
Investment Representative
Huntington Banks



Clara Alice Wilson
Operations Manager
Dawson Thompson Oil Co.



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



Mary Morgan Wise
Owner - Subway Franchise



FROM THE CEO & BOARD CHAIR

We want you to choose Valley Health...

Our goal is for every patient in the communities we serve to choose us for their healthcare needs. To that end, we have been promoting quality services and working diligently to offer comprehensive health coverage in convenient one-stop locations in the neighborhoods we serve.

As the Affordable Care Act (ACA), which is commonly referred to as Obamacare, rolls out in the next several months and years, patients will have the freedom to make choices on where they will receive health care. What makes Valley Health unique at this juncture is that we have traditionally opened our doors to all comers, emphasizing access to those who are underserved. Moving forward, healthcare providers who have not been as receptive to this population may now open their doors to these patients because they will have insurance coverage. We maintain and set our strategies on the high quality delivery system we have in place and make it our goal to retain these patients and recruit more into our medical home environment.

The medical system is migrating toward a Patient-Centered Medical Home (PCMH) model of care delivery. Valley Health has been involved in this movement and implementing key elements for the past couple of years. We are held to high standards for reporting outcomes and must prove that our patients' health is better because of our interactions with them. Reports include preventive health tools such as pap smears, lab testing, screening for disease states and reporting medication impact, to name a few. In addition, we are actively reaching out to our patients through health coaches to inform them of needed follow-up care and educating them on their particular disease state.

The patient-centered model includes identifying patients who are diabetic and have a high A1C level. These patients are contacted by the health coach and invited to spend an afternoon at our health center where they can focus on their disease state and develop strategies to improve their current condition. The patient will come in and be treated and evaluated medically by the physician, meet the health coach face-to-face, identify techniques to change behaviors that impact the disease state under the guidance of the psychologist, review medications and potential interactions with the clinical pharmacist, and review nutritional impact of diet with the nutritionist. At the end of the afternoon session, the patient and any accompanying caregivers should be armed with effective tools to improve their diabetic condition and know that they have resources to assist them moving forward.

If you like this model of care, centered on the patient, then read on through our report to see more examples of how we focus on the patient. From our Board of Directors who are users of our system themselves and set the course for the organization, to our compassionate clinical team, dedicated staff members and willingness to address the challenges in the community such as addiction treatment... we invite you to evaluate us and then choose us as your provider for health services.

Sincerely,

Steven L. Shattls
Executive Director/CEO

Jill Hutchinson
Board Chair



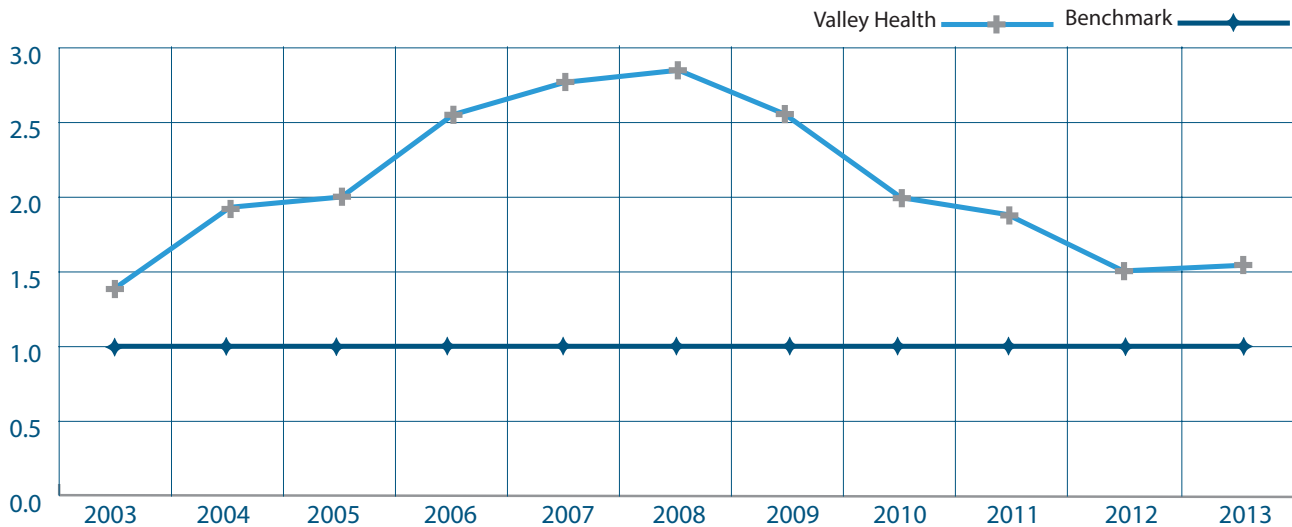
VALLEY HEALTH FINANCIALS *A profitable year.*

2013 was a good year for Valley Health. Although productivity was down slightly compared to the prior year, profitability increased and cash position improved as a result of our billing and collection initiative.

Cash collected from patients was up \$2.6 million for the year, over \$7,000 per day. Days of net revenue in accounts receivable decreased to 59 days, a record level for Valley Health.

The need for operating capital related to buildings and expansions continued to strain working capital position; however, by year-end, working capital levels had stabilized in the context of routine costs of operations.

COVERAGE - WORKING CAPITAL TO EXPENSES



| | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Working Cap | 2,218,949 | 3,243,059 | 3,925,066 | 6,221,429 | 6,712,621 | 6,787,920 | 6,661,782 | 5,717,146 | 5,233,799 | 4,734,018 | 5,129,297 |
| Monthly Exp | 1,626,837 | 1,754,377 | 1,903,045 | 2,358,666 | 2,453,915 | 2,426,871 | 2,475,857 | 2,888,038 | 2,803,356 | 3,112,429 | 3,278,194 |

OUR MISSION:

To provide quality healthcare to all individuals, emphasizing outreach to those who are underserved.

OUR VISION:

Valley Health will be the leader in providing excellent community-based primary health care.

OUR VALUES:

HONESTY:

We will tell the truth.

RESPECT:

We will treat every person as important.

UNITY:

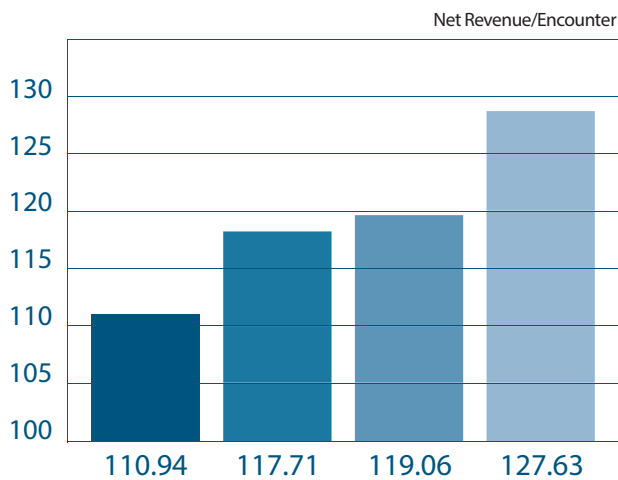
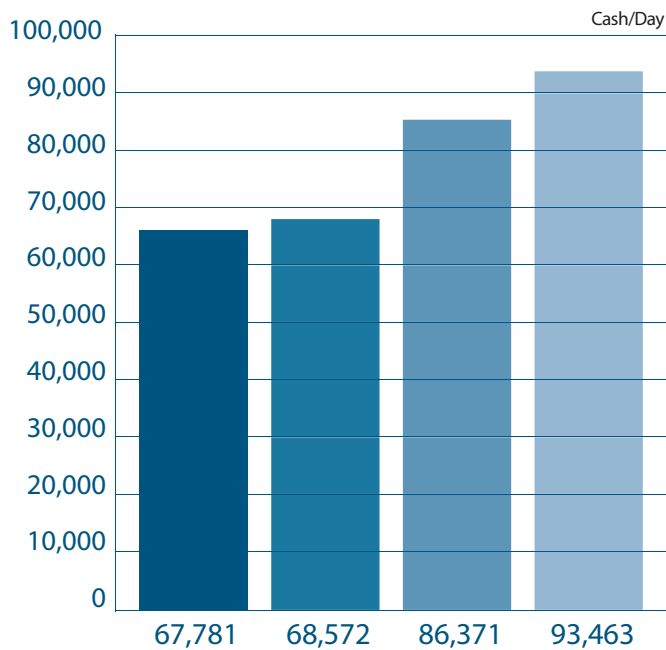
We will work together.

TRUST:

We will do what we say and say what we do.

CASH AND PERFORMANCE TRENDS

| | 2010 | 2011 | 2012 | 2013 |
|----------------|------------|------------|------------|------------|
| Cash Collected | 24,740,087 | 25,028,785 | 31,525,370 | 34,113,906 |
| Cash/Day | 67,781 | 68,572 | 86,371 | 93,463 |

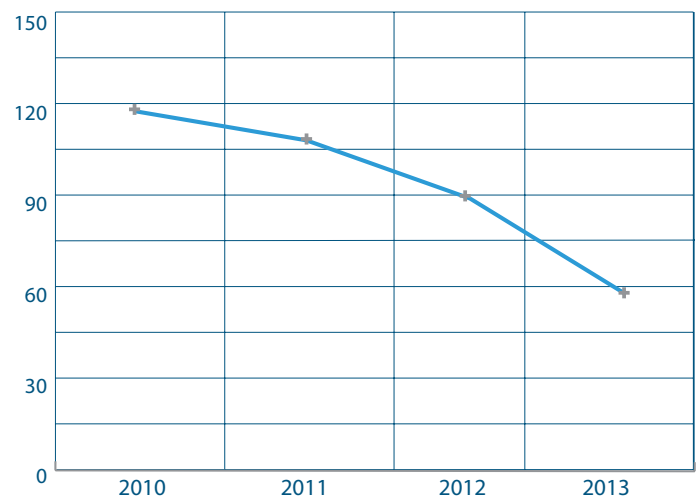


| | 2010 | 2011 | 2012 | 2013 |
|--------------------|------------|------------|------------|------------|
| Net Revenue | 18,386,545 | 19,616,549 | 23,813,894 | 23,896,203 |
| Encounters | 165,733 | 166,652 | 200,015 | 187,227 |
| Net Rev/Encounters | 110.94 | 117.71 | 119.06 | 127.63 |

COMPARATIVE ANNUAL FINANCIAL STATEMENTS

| | 2011 | 2012 | 2013 |
|-----------------------|-------------------|-------------------|-------------------|
| New Patient Revenues | 19,948,145 | 24,567,375 | 23,896,203 |
| Grants | 8,667,159 | 9,134,773 | 9,158,467 |
| Other Revenues | 5,417,545 | 4,272,413 | 6,316,738 |
| Total Revenues | 34,032,849 | 37,974,561 | 39,371,408 |
| | 2011 | 2012 | 2013 |
| Employment Cost | 21,085,986 | 23,365,451 | 24,681,661 |
| Supplies Cost | 6,518,217 | 6,658,344 | 6,233,000 |
| Other Cost | 6,036,072 | 7,325,353 | 7,725,667 |
| Total Cost | 33,640,275 | 37,349,148 | 38,640,328 |
| Gain/(Loss) | 392,574 | 625,413 | 731,080 |

DAYS OF REVENUE (NET)



| | 2010 | 2011 | 2012 | 2013 |
|-------------------|-----------|-----------|-----------|-----------|
| Net Accts Rec | 5,948,901 | 5,877,273 | 5,892,860 | 3,885,636 |
| Net Rev/Day | 50,374 | 53,744 | 65,244 | 65,469 |
| Days of Rev (Net) | 118.09 | 109.36 | 90.32 | 59.35 |

VALLEY HEALTH PROVIDERS

Making a difference

The care Valley Health's patients receive starts with its providers, and because of them, we believe the exceptional care this system delivers is second to none. The dedication these individuals exhibit is valued, and we believe we stand above our peers in that our providers are not only highly qualified... they care about the mission of this organization and work hard each day to ensure that quality healthcare is delivered... to all.

FAMILY MEDICINE

Drew Bailey, DO
 Shelley Bailey, MD
 Charles Bukovinsky, MD
 Scott Davis, MD
 Amy Garmestani, MD
 Jenifer Hadley, DO
 Zachary Hansen, MD
 Gregory Holmes, MD
 Buddy Hurt, DO
 Amy Marsteller, MD
 David Revell, MD
 Charles Vance, III, DO
 Randall Walters, MD
 Michael Ward, DO

Mathew Weimer, MD
 David Whitmore, DO
 Mary Adams, APRN, FNP-BC
 Molly Bennett-Beckley, PA-C
 Caroline Culver, PA-C
 Jetta Derasin, APRN, FNP-BC
 Traci Phillips, APRN, FNP-BC
 Terra Oney, APRN, FNP-BC
 Terry Roberts, APRN, FNP-BC
 Linda Salem, APRN, FNP-BC
 Sarah Schindler, APRN, FNP-BC
 Julie Vannoy, APRN, FNP-BC
 Jennifer Wellman, APRN, FNP-BC

DENTISTRY

Stephen Beckett, DDS
 Daniel Brody, DMD
 Jennifer Daniel, DDS
 Andrea Kelly, DDS
 Kara Smith, DDS
 Janet Davis, RDH
 Michele Endicott, RDH
 Donya Hamm, RDH
 Amber Shamblin, RDH
 Tina Triplett, RDH

OB/GYN

Richard O. Booth, Jr., MD
 Joseph DeRosa, DO
 Ellie Hood, MD
 Andrea Kellar, MD
 Rafael E. Molina, Jr., MD
 Herbert Myers, DO
 Aaron Scaife, MD
 Andrea Vallejos, MD
 Javier Vallejos, MD

PEDIATRICS

Megan Bartram, MD
 Shannon Smith Maxey, MD
 Edward Moran, Jr., MD
 Jordan Nash, MD
 Manimekalahi Raman, MD
 Misty Strow, MD
 Daniel Whitmore, DO
 John Wiltz, MD

INTERNAL MEDICINE

April Baisden, MD
 Edward Moran, Jr., MD
 Manimekalahi Raman, MD
 Daniel Whitmore, DO

BEHAVIORAL HEALTH

April Baisden, MD
 Michael Hackman, MD
 Sanjay Masilamani, MD
 Rebecca Denning, PsyD
 Sarah Jarvis, PsyD

PHARMACY

Lori Moss, RPh
 Ashley Houvouras, PharmD
 Elaine Cruse, PharmD, CDE

ULTRASOUND

Amanda Buell, RDMS
 Courtney Beter, RDMS



Megan Bartram, MD
 Michael Ward, DO
 Andrea Kellar, MD

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

NEW TO OUR TEAM

James Andrew Bailey, DO – Family Medicine

James Andrew “Drew” Bailey, DO, joined Valley Health at its Highlawn health center on August 19, 2013, and then transitioned in November 2013 to East Huntington, giving patients expanded access to family medicine care at that site. While accepting patients by appointment, he also supports the East Huntington health center by giving patients the opportunity to walk-in for same-day acute care without appointment. Dr. Bailey earned his medical degree from the West Virginia School of Osteopathic Medicine in Lewisburg and completed his Osteopathic Internship and Family Practice Residency at Our Lady of Bellefonte Hospital in Ashland.



Amy Garmestani, MD – Family Medicine

Family medicine physician, Amy Garmestani, MD, joined Valley Health - East Huntington on April 1, 2013. Moving to Huntington to “come home,” Dr. Garmestani had previously worked for a family medicine practice in North Carolina as its lead urgent care physician. Dr. Garmestani completed medical school and family medicine residency at the Joan C. Edwards School of Medicine at Marshall University. She also earned a Doctor of Chiropractic degree from the National College of Chiropractic in Lombard, Ill. She now accepts patients at East Huntington, both by appointment and on a walk-in basis, and offers extended hours every Tuesday.



Michael Hackman, MD – Psychiatry

Valley Health further expanded its behavioral health program with the addition of Michael Hackman, MD, in August 2013. Dr. Hackman, who bases his Valley Health practice at the East Huntington health center, accepts both children and adults as patients, and treats behavioral conditions that include depression, anxiety disorders, bipolar illness and other psychiatric conditions. Dr. Hackman graduated from the Marshall University Joan C. Edwards School of Medicine and completed his residency in psychiatry at the West Virginia University School of Medicine Charleston Division.



Randall “R.W.” Walters, MD – Family Medicine

Board-certified family medicine physician, Randall “R.W.” Walters, MD, joined Valley Health – Harts on May 21, 2013. Dr. Walters, who came to Valley Health with 13 years of practice experience, welcomes patients in Harts both by appointment and on a walk-in basis. Having devoted much of his career to rural-based family practice, Dr. Walters originally started his career in nursing, later earned a medical degree from East Tennessee State University in Johnson City, Tenn., and completed his family practice residency at John Peter Smith Hospital in Fort Worth, Texas.



Elaine Cruse, PharmD, CDE – Clinical Pharmacist

Valley Health is pleased to now have a clinical pharmacist and certified diabetes educator on staff. Elaine Cruse, PharmD, CDE, joined Valley Health in July 2013 as part of a collaborative initiative with the Marshall University School of Pharmacy, where Cruse also serves as a clinical assistant professor. Through referrals, Cruse helps educate and coach Valley Health patients about monitoring glucose levels, the importance of glycemic control and the prevention of complications from diabetes.



Valley Health dedicated its new \$8.7 million, 24,000 square foot East Huntington health center on May 20, 2013, with a ceremony that included a visit from West Virginia Governor Earl Ray Tomblin, who was present to cut the ribbon.



DEDICATING VALLEY HEALTH - EAST HUNTINGTON

A model for patient-centered primary care

Valley Health dedicated its new \$8.7 million, 24,000 square foot East Huntington health center on May 2013, with a ceremony that included a visit from West Virginia Governor Earl Ray Tomblin, who was present to cut the ribbon.

As a project that was made possible under the Patient Protection and Affordable Care Act of 2010, Valley Health – East Huntington, located at 3377 U.S. Route 60 East in Huntington, is not only the new home for the corporation’s administrative headquarters, it is also the largest and most comprehensive healthcare facility that Valley Health has operated in its 38-year history. More than that, Valley Health – East Huntington illustrates Valley Health’s innovative focus on a healthcare delivery model that offers patient-centered care with a variety of primary care disciplines available within a single facility.

VALLEY HEALTH LEADERSHIP INSTRUMENTAL IN WEST VIRGINIA FAMILY HEALTH PLAN *Collaboration with Highmark Blue Cross Blue Shield West Virginia*

The West Virginia Family Health Plan (WVFHP) announced collaboration with Highmark Blue Cross Blue Shield West Virginia in March 2013 in a new venture to provide managed care services to the State of West Virginia and its Medicaid population. The purpose of the collaboration is for Highmark West Virginia and WVFHP to create a new care delivery model that will bring a more cost-effective approach to Medicaid managed care while also enhancing quality and health outcomes for the state's citizens.

Valley Health Executive Director and CEO, Steve Shattls, as Chairman of the WVFHP was involved in organizing the collaboration between WVFHP and Highmark West Virginia. He is the founding Chair and brought the concept of a healthcare owned managed care organization to West Virginia.

WVFHP received a Certificate of Authority from the West Virginia Office of the Insurance Commissioner in February 2013 to operate as a Provider Sponsored Network (PSN), and received approval from the West Virginia Department of Health and Human Resources Bureau of Medical Services (BMS) to operate as a Medicaid Managed Care Organization (MCO) in May 2013.

The WVFHP-operated PSN is owned and governed by 26 shareholders, including 22 Federally Qualified Health Centers/Community Health Centers (FQHCs) from around the state, two other clinics, the West Virginia Primary Care Association and Highmark West Virginia. Valley Health is among the shareholders.

The WVFHP operates as an independent company with the FQHCs holding majority control. It is expected that the WVFHP will begin enrolling members in the first quarter of 2014.

"Our collaboration with Highmark is allowing the FQHCs and clinics to serve the Medicaid population as part of an integrated managed care system for the first time," said Steve Shattls. "Working in partnership with Highmark West Virginia and its extensive provider network, the FQHCs are proud to be building a new care delivery model and bringing a more cost-effective approach to Medicaid managed care while also enhancing quality and health outcomes for the patients we serve."

"Valley Health – East Huntington is a shining example of a medical home," stated Valley Health Executive Director and CEO, Steve Shattls. It clearly demonstrates our vision of providing patient-centered medical services from prenatal and ob/gyn care to pediatric care through geriatric care under one roof. These services are further enhanced here at East Huntington with oral health services for both children and adults along with behavioral health services and a pharmacy. The concept of serving all primary healthcare needs of a patient at any age and making the health center a medical home is very special."

Governor Tomblin called Valley Health "a blessing" for West Virginians. He continued, "I can't say enough about Valley Health and the amount of health care they provide here in West Virginia. It is truly a blessing to have a service provider like this in our state. This center is really a plus for Huntington, Cabell County and southern West Virginia."



Scott Davis, MD
Valley Health - Wayne

SERVICE THROUGH TEACHING

Many of the Valley Health providers agree to train medical students. Their generosity provides a unique opportunity for future medical professionals to experience firsthand the quality health delivery model of community health centers. During their time with Valley Health, medical students observe and assist in the delivery of complicated patient care to an underserved population. By assisting and observing our providers, they come to recognize that excellent healthcare can be achieved with populations that are judged to be “difficult.”

Provision of health care to this demographic is often complicated by patients with multiple chronic disease conditions who may lack the resources to afford the specialty referrals critical to their care. Other challenges which occur in any medical practice (noncompliance with treatment regimens, inconsistency with appointments, etc.) are magnified in the population cared for by Valley Health. When students experience the successes and see the barriers to care of this population, they are better equipped to begin their own careers with an attitude of compassion and empathy.

Though students rotate for only a few weeks at a time, they are expected to evaluate patients and participate in the development of care plans. They learn to intelligently discuss cases with not only the supervising physician, but also the entire healthcare team from the front desk to the nurses, lab technicians and pharmacists. They learn quickly that it takes an entire team to have an efficient and effective patient flow.

Validation of teaching impact

Numerous Valley Health physicians have received recognition for excellent teaching in the past, but this year Dr. Mathew Weimer received special recognition through the Pfizer Excellence in Teaching Award. Nationwide, only two to three physicians per year receive this recognition, so Valley Health is especially proud to employ not just one of these distinguished winners, but two. Dr. Scott Davis was honored with the award in 2011.

Students rotating with Dr. Weimer have the unique opportunity to experience a transition in delivery of care as he and his team work toward a new model for Patient-Centered Medical Home care. With this new model, Dr. Weimer works with a clinical pharmacist, psychologist, nutritionist and health coach to identify high risk patients and then schedules these patients for an afternoon of care, education and techniques to improve health outcomes. Each team member focuses on the patient’s individual needs and challenges, and the patient meets with each team member during the afternoon visit. This comprehensive approach is one more example of how Valley Health is staying at the forefront of medicine and making sure these models are shared with medical students during their clinical training.

MATHEW WEIMER RECEIVES NATIONAL AWARD

Valley Health Systems, Inc. is proud to congratulate Mathew B. Weimer, MD, on his achievement as a 2013 Pfizer Teacher Development award recipient.

Dr. Weimer, a family medicine physician at Valley Health – Milton, was bestowed the honor by the American Academy of Family Physicians Foundation. Selected among family medicine doctors across the nation that teach medical students and residents on a part-time basis, the AAFP Foundation considers its Pfizer Teacher Development recipients to be the best in their profession with selection being based on scholastic achievement, leadership and dedication to family medicine. Weimer joined Valley Health - Milton in October 2011. Since that time, in addition to growing the Milton health center's patient population, Weimer actively dedicates time to teaching by routinely rotating medical students from the Marshall University Joan C. Edwards School of Medicine through his practice. He has also exhibited a high level of leadership within the Valley Health network by advancing the organization's quality control efforts as chairman of its Quality Assurance Quality Improvement (QAQI) Committee.

Board-certified by the American Board of Family Practice, Dr. Weimer was a Yeager Scholar as an undergraduate at Marshall University. His medical degree was then earned at the Medical College of Ohio in Toledo and his residency completed at the Joan C. Edwards School of Medicine at Marshall University in Huntington.

Dr. Weimer is the second Valley Health family medicine physician to receive a Pfizer Teacher Development Award. Scott Davis, MD, who practices at Valley Health – Wayne, was a recipient in 2011.



Pictured: Herbert Myers, DO • Lanie Masilamani, COO • Mathew Weimer, MD • Steve Shattls, CEO



Mathew Weimer, MD
Valley Health - Milton



WHY I CHOOSE VALLEY HEALTH

A great place to work

The goal of Valley Health senior management is for Valley Health to be among the very best places to work in the Tri-State. We believe that satisfied employees:

- Deliver more value to the company through gained experience and motivation to perform at a high level.
- Stay with the company, thus lowering turnover rates and related recruiting costs.
- Build long-term relationships with co-workers and patients, and thus provide better patient care.

Employee satisfaction survey leads to improved communication, training

To measure employee satisfaction levels, a company-wide survey was issued in early 2013 with 158 employees completing the survey. The results, while positive, provided important feedback in the formulation of Valley Health's strategic plan for fiscal year 2013-2014 with specific focus afforded on improving communication and training practices. To date, management has improved the transparency of its internal communications, implemented weekly conference calls and initiated the distribution of a monthly employee newsletter to better inform and educate employees.



VALLEY HEALTH
Quality healthcare in your neighborhood.

There are many things that I value about working for Valley Health. Not only is it a community-driven organization, but as a physician, I am provided the autonomy to practice medicine the way it needs to be practiced. That makes us an attractive organization for physicians, many of whom seek Valley Health as a workplace. In addition, even though it is a big organization, management is very approachable. I can pick up the phone to call the CEO or anyone in management to discuss an issue. Our health centers don't feel like a typical clinician's practice. We offer very personal, friendly interaction, and from the front office staff to the physicians, we know our patients.

David Whitmore, DO – Family Medicine Physician
Valley Health – Huntington, Wayne
Years of Service – 12

I value being employed by Valley Health because I am given the opportunity to express my ideas on how to improve the health care and education of our patients. I feel fortunate to work with co-workers that have high moral standards. We have built a team at Valley Health – Hurricane using four key elements. Each team member honors their co-workers with respect. This respect leads to trust; each team member can trust that there is someone to assist them in time of need. Our team demonstrates a desire to help others throughout the system. We see Valley Health as a whole, not an individual site.

Victoria Clay, LPN - Clinical Coordinator
Valley Health – Hurricane
Years of Services – 3

RELATIONSHIPS•EXPERIENCE•RESPECT

I enjoy being a part of an organization that encourages and promotes a sense of “family,” not only within its system, but among its staff members and providers. In fact, Valley Health has always freely given me the opportunity to gently balance my desire to be both a good physician as well as a good mother to my two boys. This is something I truly appreciate.

At Upper Kanawha, we approach every patient with the utmost respect and compassion, trying to treat the patient as “whole,” and not just a specific medical condition. They appreciate our care. It's not uncommon to have patients routinely tell us how thankful they are that we are here to help them. We have patients bring us vegetables from their gardens, homemade blankets and crafts, canned homemade items and more. Specifically, I had several patients send me baby gifts and homemade blankets shortly after the delivery of my son last December. It's been a joy to care for the many generations of families that are within this community over the years.

Jenifer Hadley, DO – Family Medicine Physician
Valley Health – Upper Kanawha
Years of Service – 9

I value being an employee where I have been able to expand my knowledge of the healthcare industry, by starting as a file clerk many years ago and advancing to the role of office coordinator. I also value having a job that offers good pay and health insurance coverage for me and my family. My first contact with Valley Health was when I was young and got a piece of glass stuck in my leg. We were a family with no insurance and little money. My options were the ER or Valley Health. My mom chose to take me to Valley Health – Wayne. We were treated just like any other patient, no matter our lack of insurance coverage or money. I feel that as a long-time Valley Health employee, it is very important that we maintain the same care and concern that I received as a child. I know at Wayne, we try to treat our patients like our own family. We love our patients, and they love us back.

Rhonda Hinkle – Office Coordinator
Valley Health – Wayne
Years of Service – More than 19

TEAM•FAMILY•COMMUNITY•HONESTY

I love serving my community and feeling like the health care we deliver really makes a difference in our patients' lives. I believe in Valley Health's values of honesty, unity, respect and trust, both in my professional and personal life, and I believe that Valley Health is dedicated to helping the underserved population, as well as being one of the Tri-State's top employers.

Being born and raised in this area, it has been a great honor to work in the first and only health center in Fort Gay. Our patients know we are here for them and committed to their healthcare, both now and in the future. There are many uncertain things about the future, but one thing our patients and staff can count on is Valley Health.

Rhonda Aliff Damron - Office Coordinator
Valley Health – Fort Gay
Years of Service – 33

I love the people I work with on a daily basis. They make me look forward to coming to work, and I enjoy helping them learn and grow in their own careers. The opportunities I've been given since coming to Valley Health have been wonderful. I have enjoyed the challenges of learning and growing with a variety of different jobs. On a daily basis, whether they are arriving, checking in, checking out, or over the phone, I hear patients sing the praises of all the providers at East Huntington. Our patients value them so much and look forward to each visit because the providers do such a wonderful job making them feel at home. I feel very blessed that I have been given the opportunity to work for such a great company.

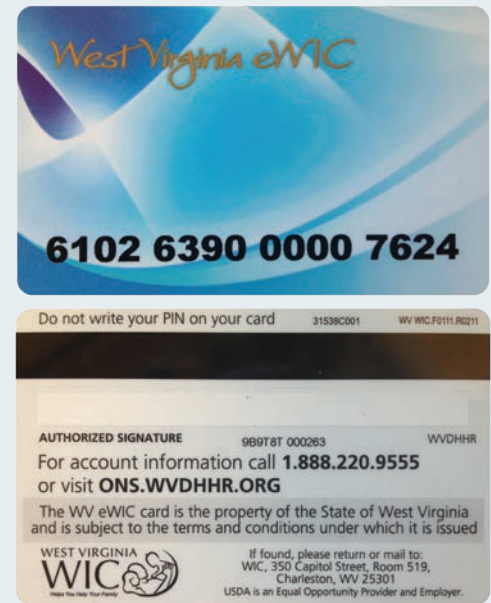
Jessica Staples – Office Coordinator/Administrator
Valley Health – East Huntington/Valley Health - Harmony House
Years of Service – 3

eWIC CARDS NOW AVAILABLE

Valley Health WIC sites successfully transitioned Valley Health - WIC participants to a new eWIC card (EBT system) for food benefits distribution in the fall of 2013. The eWIC card replaces paper vouchers and can be used at a point-of-sale device similar to a debit card. This is another system improvement so that families in our communities have what they need to live healthy.

Positive benefits for Valley Health - WIC participants

- Participants will no longer be “glaringly” visible when spending their benefits as they will now have the eWIC swipe card versus the paper vouchers previously used.
- The cards allow families to grocery shop multiple times during the 30 day spending cycle. Previously, all items listed on the paper voucher had to be purchased or forfeited in a single shopping trip. There were no rain checks if the store was out of an item or if a family’s refrigerator could not hold multiple gallons of milk.
- Families no longer have to separate WIC purchases from their other grocery items.
- Store receipts now list the remaining food benefits on the card.
- Lost or stolen cards can be immediately deactivated by calling a 1-800 number and remaining food benefits reissued to the participants (lost or stolen vouchers were not replaced).



TEACHING FOOD PRESERVATION

WIC Program Farmers’ Market vouchers and Fresh Fruit and Vegetables vouchers are part of the West Virginia WIC food package. Many WIC participants talk about how this benefit allows them to enjoy produce and the opportunity it gives them to try new vegetables when selecting West Virginia-grown produce during peak season. It is for this reason that Valley Health - Cabell WIC partnered with West Virginia University Extension to provide nutrition education classes on food preservation this past year. During class, not only was information about freezing, canning and dehydrating produce shared, the material requirements and storage needs to properly can food were also discussed.

Preserving food is a timely subject as many families in our region have interest in starting and using their gardens as a source of food. Preserving the food extends use of garden produce through fall and winter seasons and promotes home food preparation and healthier meal choices for the family.

PSYCHOLOGY SERVICES ADD VALUE

To growing behavioral health program

As a healthcare network committed to the care of our patients, both body and mind, Valley Health has dedicated significant resources in recent years to the growth of its behavioral health department. That growth has been augmented in the last year with the addition of psychology services.

As doctoral psychologists, Sarah Jarvis, PsyD, and Rebecca Denning, PsyD, use their training and expertise in health and traditional psychological and psychiatric issues to treat the entire person, promoting improvements in the quality of life for their patients. Working in collaboration with the Valley Health psychiatrists and primary care physicians on staff, they are able to assess and treat patients using evidence-based practices in a manner consistent with flow of primary care. For their patients, that means reaching their desired outcomes more quickly.

Perhaps one of the best benefits of Valley Health's behavioral health program is that it is offered under the same roof as other primary care disciplines. Not only does that create a non-threatening environment for the patient, it is highly conducive to an improved level of overall care. For example, if a patient presents to his or her primary care provider in a state of distress from a recent loss, a problem at home or work, or due to exacerbation of another stressor, medical illness or mood-related problem, the primary care physician can in many cases, right in

the health center, introduce the patient to the psychologist for a brief interaction that allows the patient to receive information about how Valley Health can help. This level of service not only makes the patient feel validated, it improves the work flow of the health center as well.

Together Dr. Jarvis and Dr. Denning are able to treat children, adults and geriatric patients, providing them with support for issues that include mood problems, phobias, sleep disorders, cognitive decline, coping with medical conditions, smoking cessation, weight management, substance abuse, plus much more. Therapy sessions, whether conducted individually, on a consultative basis, as a family, or in a group, are structured to meet the specific needs of the patient and designed to empower and educate the patient on symptom management and self-monitoring strategies.

Currently, Valley Health offers psychology services at its Valley Health – East Huntington and Valley Health – Hurricane locations. Looking to the future, the psychology team plans to expand its services further by offering parental education seminars that focus on special topics such as ADHD, school issues and peer problems, as well as healthy living seminars that will be open to all patients within the Valley Health system.



ADDICTION *The road to recovery*

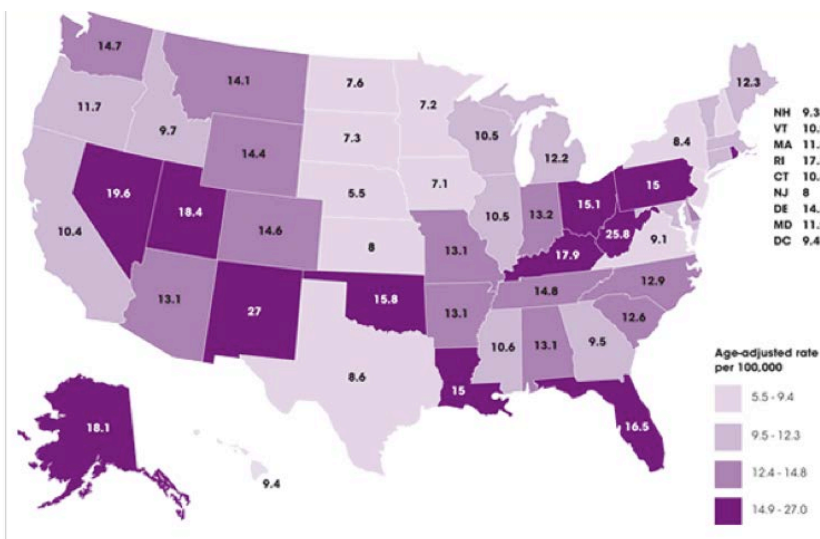
Since first introducing behavioral health as a service in 2009, Valley Health has met patients' growing demand for mental health care with increased staff that now includes three psychiatrists and two psychologists, all of whom treat Valley Health patients for a wide variety of behavioral health disorders.

One of Valley Health's most specialized behavioral health programs addresses the serious issue of opioid addiction, an epidemic that is growing in both our country and state, with a cutting-edge Program for Opioid Addiction (POA) that was developed by Sanjay Masilamani, MD, and Sarah Jarvis, PsyD. First introduced in March 2013 at Valley Health - Hurricane, the POA is a comprehensive treatment system utilizing high quality interventions through the use of supervised Suboxone® treatment and psychotherapeutic individual and group supports. Designed to promote recovery and independence from opioid addiction, the POA is strict and intensive, and requires a high level of patient accountability.

Screening is a key factor in the program's success. "Before a patient walks through the health center door the first time, we take proactive steps to evaluate whether the patient is appropriate for the program," states Dr. Jarvis. "The patient has to demonstrate through a series of activities that he or she truly wants to be a part of the program and is ready to get better."

Screening includes a four-step review process before a patient is accepted. Dr. Jarvis first makes preliminary contact with the candidate by phone to explain the program and its many requirements, and then follows up by mailing a packet to the patient with materials that must be completed and returned within 10 business days. If the prospective patient completes the first two steps, he or she meets with Dr. Jarvis for an in-depth interview, and then in the final phase of evaluation, the information collected in the previous three areas of assessment are reviewed with the POA provider team so that a determination can be made about the appropriate phase of service for the patient's care. It is at this stage that the patient is officially admitted into the program for medical treatment by the psychiatrist and introduced to intensive therapy.

Once admitted to the POA, patients are offered a highly supportive environment and must complete two phases of individual and group therapy treatments, both of which provide a high level of accountability, before graduating. Currently 27 patients are in the Valley Health – Hurricane Program for Opioid Addiction.



"The results our patients are experiencing in the Hurricane POA are very favorable," stated Dr. Masilamani. "We want nothing more than to see our patients overcome their addictions so that they can lead more productive and fulfilling lives. By providing them treatment surrounded by the possibilities that hope and hard work afford, we are seeing that happen."

In addition to the Valley Health – Hurricane POA, Suboxone® treatment is also offered by family medicine physician, Zachary Hansen, MD, at Valley Health – East Huntington.

Drug overdose death rates in the United States have more than tripled since 1990 and have never been higher. In 2008, more than 36,000 people died from drug overdoses, and most of these deaths were caused by prescription drugs. West Virginia's drug overdose death rate is the highest in the nation.



Behavioral Health Team

April Baisden, MD

Rebecca Denning, PsyD

Michael Hackman, MD

Sarah Jarvis, PsyD

Sanjay Masilamani, MD

VALLEY HEALTH POA

Transforming lives

Andrea and Mike: both were accepted into the Valley Health – Hurricane Program for Opioid Addiction (POA) in the spring of 2013, and while the individual journeys that led them to the program are different, the last six months of their lives share a common theme - one of hope, achievement and recovery.

Since first starting the POA, Andrea and Mike have graduated to the program's highest level. Both continue to meet with their respective Valley Health behavioral health providers biweekly, attend regular group therapy sessions and meet the program's NA/MARS/AA meeting requirements, but both are now at a point where they are back in control of their own lives.

With a light in her eyes, Andrea said, "Everything is better now. I pray every night and am thankful for Valley Health and this program. My children can see the difference in me, and not only do I have a job for the first time in five years, but I also have a car."

This was a tremendous accomplishment for Andrea as before entering Valley Health's POA, she did not even have her driver's license. "My license had been revoked, and in the emotional state I was in before coming here, I didn't even care."

Her attitude has transformed. "I had been to other doctors to try to get help, but Valley Health is different. Their treatment is one-on-one. They care whether the patients in this program get the treatment they need. I always felt like the other doctors just looked at me as an addict with a vision that would never change. At Valley Health though, my doctors point out my accomplishments and how much I've changed. It feels good to know that they care that much. I want to make them proud of me, and they have made me proud of myself."

Mike feels the same way. He too had tried other treatment programs without success. To him, however, "Valley Health is like a second home. The way they treat you is unreal. They figure out what you need here, and when I visit Dr. Sanjay, he lifts me up and makes me feel appreciated. Here, the doctors actually care about the person they are helping and have a heart."

Patient accountability is a large part of the Valley Health POA. Mike said, "At first I wasn't sure about the rules, but after experiencing the way they treat you, it made me want to follow the rules and succeed. Before being accepted to the program, I'll never forget how Dr. Baisden called me personally to determine my commitment level. It was then that I first knew this was going to be different. She took a chance on me, and I'm glad she did. I feel like I would still be using today if it weren't for Valley Health."

Mike continues, "The providers and staff are accountable to their patients as well. When I'm down or having a bad day, I know that I can call the health center and that Dr. Jarvis will call me back and either talk me through the issue or work me into her schedule. The Hurricane nurses are encouraging too. They often come in our group sessions to celebrate our successes and cheer us on."

Not only have Andrea and Mike been able to get the behavioral health treatment they need to become healthy at Valley Health, their other medical needs are now being met as well. "In addition to seeing my behavioral health doctors, I also see Dr. Bailey for family medicine and Dr. Kellar for gynecology services," stated Andrea. "I had not been to a medical doctor for a long time before coming here, and I'm glad they are helping me."

There is one more thing on which Andrea and Mike agree. There is no place else that they would refer others in their former situation for treatment, saying, "We want people who are suffering to know that they can get help here at Valley Health."

IMPROVING ACCESS TO CARE

Providing healthcare services to help the homeless

Providing quality healthcare to all individuals, with an emphasis on those that are underserved, is Valley Health's mission. As we reflect on this organization's rich history, there is perhaps no better example of fulfillment of that mission than Valley Health's service to the homeless population of Huntington. Twenty-five years ago, we recognized a significant need among the growing homeless population within the community and initiated a service program to meet it. Since then, more than 8,400 homeless individuals have benefitted from the family medicine, dentistry and lab services that have been delivered at Valley Health – Harmony House.

Located in the heart of downtown Huntington, Valley Health – Harmony House staff members provide for the medical needs of the homeless population through delivery of simple things, like shampoo and Tylenol, all the way to caring for chronic diseases and supporting treatment and recovery from substance abuse. Dentistry care, including exams, cleanings, extractions, fillings and preventive applications, are provided as well – all in a setting that lets patients feel comfortable in asking for the help they need.

The health center that Valley Health operates at Harmony House is done so in partnership with Cabell-Huntington Coalition for the Homeless, a nationally-recognized organization committed to the service of the homeless population in Cabell County. In addition to the healthcare services Valley Health offers at the facility, Harmony House offers more global services that include case management, eye care, mental health services, substance abuse and life skills counseling. It also offers employment programs, transportation and provides for basic needs such as showers, personal care items, clothing, mail service, telephone service, a place to rest and more.

As Valley Health looks to the future, the role of the health and dental center at Harmony House will expand. While maintaining its commitment to care for the homeless, its outreach will begin to include the community-at-large with service offerings consistent with other Valley Health sites.

Mary Adams, APRN, FNP-BC



Gearing up for health insurance reform with enrollment assisters

Insurance reform under the Affordable Care Act is here, and Valley Health has been proactively taking action since October 1, 2013, to educate and help uninsured and sliding fee patients enroll in expanded Medicaid and Health Insurance Marketplace products that are right for them.

Enrollment support for our patients has been made possible through utilization of \$229,863 in HRSA and \$707,252 in funding toward the employment of 23 full-time enrollment assisters and six part-time assisters, who have actively been performing public education activities and raising awareness about coverage options under Medicaid, CHIP and the Marketplace. They have also been counseling patients to help them understand how and where to enroll in affordable health coverage. All have successfully completed required federal and state consumer assistance training, and continue to receive periodic training and competency testing that Valley Health administers.

As part of its enrollment plan, Valley Health identified 14,000 eligible candidates within its patient population earlier this year who would likely qualify for Medicaid, CHIP or options in the Marketplace. The strategy has been to have our enrollment assisters target these candidates and educate them through site education sessions/tools, community events and face-to-face meetings. Of the 14,000 patients identified, 6,500 represent working uninsured, 2,000 are children now eligible for Medicaid/CHIP, and 6,000 are participants in Valley Health's Sliding Fee Program. The goal in the first year of this grant is to successfully link 3,500 enrollees into an affordable insurance option.



MAKING SERVICES ACCESSIBLE 24/7

As Medical Homes to our patients, Valley Health is dedicated to service accessibility 24-hours-a-day. An effort to be responsive to patient preferences, both in terms of how our health centers communicate with patients and the mechanisms by which their services are made available, is actively underway. Currently, patient services are accessible in a variety of formats:

- Urgent care service is available at Huntington, Hurricane and Fort Gay.
- Same-day appointments are available to patients at all health centers for acute care needs.
- Every health center offers evening hours at least one day per week.
- During non-business hours, Valley Health's answering service is available to take patients' calls about regular health issues, including ob-gyn care, and can connect patients to on-call providers.

MEDICAL HOME *Model of care*

Dedication to Patient-Centered Care Continues

Recent changes in the healthcare horizon have brought ever-increasing and focused attention to the evolution toward the patient-centered medical home model of care and the NCQA and meaningful use accreditation processes that support it. At Valley Health, our vision is for our health centers to be accountable for meeting the large majority of each patient’s physical, mental and emotional healthcare needs, including prevention and wellness, acute, chronic and behavioral care in a team-based provider environment. Provider teams at health centers across the network, consisting of physicians, nurse practitioners, physician assistants, nurses, pharmacists, nutritionists, psychologists, care coordinators and health coaches, are being assembled to meet the needs of patients, while also linking them to providers and services in the community. A Patient-Centered Medical Home (PCMH) Committee has been established to help move the transition toward this model of care forward throughout the Valley Health network with a goal of driving improved patient outcomes and experiences at a lower cost of care.

PCMH COMMITTEE MEMBERS

Melanie Hall, Josh Hammonds, Sarah Jarvis, PsyD, Lanie Masilamani, Courtney Meese, Herbert Myers, DO, Mathew Weimer, MD, Pat Wilcoxon, Debbie Zuberbuehler



Valley Health – Milton, a pilot site for many Valley Health programs, achieved Level II PCMH accreditation from the National Committee for Quality Assurance (NCQA) in August 2013, following an extensive application process. NCQA Patient-Centered Medical Home (PCMH) Recognition is the most widely recognized model for transforming primary care practices into medical homes. Application for NCQA accreditation for Valley Health – Westmoreland and Valley Health – Wayne is scheduled for submission by year-end 2013, and it is a goal for all remaining Valley Health centers to achieve NCQA accreditation by 2015.

EHR Transition Promotes Accessibility, Communication

For the PCMH model to be effective, it must be backed by a technology platform that supports it under meaningful use guidelines. Valley Health’s Electronic Health Record (EHR) platform is doing just that by offering providers: 1) a dashboard view of key disease state indicators and outcomes before they walk into the exam room; and 2) access to information and health reminders needed to improve disease management and preventive care. Once all health centers are converted to use of the EHR system, it will allow a patient’s care to be better coordinated across multiple health centers.

In addition to supporting internal communication practices, Valley Health is also in the process of expanding its EHR platform to include a portal that will offer patients the ability to electronically communicate with their health center. This portal will enhance patients’ access to their medical records and provide additional means to communicate with their healthcare provider. It is anticipated that this added accessibility and increased communication will result in decreased emergency department visits and hospital stays within Valley Health’s total patient population, as well as enhance the total patient care experience.

To date, all nine of Valley Health’s school-based health centers and seven of its full-service primary care centers have successfully converted to EHR use. Remaining site transitions will be completed in 2014.

EHR-SUPPORTED HEALTH CENTERS

Cabell Midland High School
 East Huntington
 Harts
 Harts Intermediate School

Huntington High School
 Huntington Middle School
 Lakeside Elementary
 Milton

Poca High School
 Southside Elementary School
 Spring Valley High School
 Steptown

Valley Health at Pretera
 Wayne
 Wayne County High School
 Westmoreland



Amy Marsteller, MD

PCMH IMPLEMENTATION: *Pilot programs pave the way*

Tackling Key Disease States

To further support the PCMH model, Valley Health is tackling key disease states within the organization through various changes in practice. The three key health issues that have been identified for study are diabetes, hypertension and Chronic Obstructive Pulmonary Disease (COPD). Valley Health is addressing these health issues through the PCMH model and doing so by identifying patients with the selected disease states, increasing patient education and enhancing IT operations.

Specifically, a pilot project to improve outcomes and decrease costs for a select group of poorly-controlled diabetic patients is underway at Valley Health - Milton with a team-based approach including physician, Dr. Mathew Weimer, clinical pharmacist and certified diabetes educator, Dr. Elaine Cruse, psychologist, Dr. Sarah Jarvis, and dietician, Denise Eagan. The program, which is being coordinated by health coach, Pat Wilcoxon, is experiencing positive outcomes among the identified patient population. Valley Health plans to expand this model to all of its health centers in 2014 with an ultimate goal of implementing it for patients experiencing hypertension and COPD as well.

Highmark PCMH and Care Coordination

In a related pilot, Valley Health is working with Highmark West Virginia with funding from a \$138,423 grant on two programs that include a PCMH program and care coordination for high risk patients. The PCMH program gives feedback to Highmark West Virginia on a variety of clinical and preventive care measures for Valley Health Systems as a group and for individual providers within the organization. With the help of a health coach, Valley Health will be able to identify patients with care gaps and come up with a plan for filling those gaps by creating orders for tests and/or scheduling appointments with providers. Valley Health is also working with a care coordinator to identify the top 25 high-risk Highmark West Virginia patients in the organization, and will be working with the providers for these patients to explore how a health coach and care coordinator can assist those providers in meeting the needs and lowering the healthcare costs for this challenging group.



BOONE COUNTY

WIC Location

1. Valley Health – Boone County WIC

CABELL COUNTY

1. Valley Health – Administrative Office
Valley Health – Pharmacy
Valley Health – East Huntington
2. Valley Health – A Woman's Place
3. Valley Health – Harmony House
4. Valley Health – Huntington
5. Valley Health – Milton
6. Valley Health – Southside
7. Valley Health – Pretera BRIGHT
8. Valley Health – Cabell Midland

School-Based Health Centers

9. Valley Health – Huntington High
10. Valley Health – Huntington Middle
Valley Health – Southside Elementary

WIC Location

11. Valley Health – Cabell County WIC

KANAWHA COUNTY

1. Valley Health – Upper Kanawha

WIC Location

1. Valley Health – Upper Kanawha WIC
2. Valley Health – Kanawha County WIC

LINCOLN COUNTY

1. Valley Health – Harts

WIC Location

2. Valley Health – Lincoln County WIC

School-Based Health Center

3. Valley Health – Harts Intermediate

MASON COUNTY

1. Valley Health –
Point Pleasant Children's Clinic
2. Valley Health – Gallipolis Ferry

PUTNAM COUNTY

1. Valley Health – Hurricane

School-Based Health Centers

2. Valley Health – Lakeside Elementary
3. Valley Health – Poca High

WIC Location

4. Valley Health – Putnam County WIC

WAYNE COUNTY

1. Valley Health – Fort Gay
2. Valley Health – Steeptown
3. Valley Health – Wayne
4. Valley Health – Westmoreland

School-Based Health Centers

5. Valley Health – Spring Valley High
6. Valley Health – Wayne High

WIC Locations

7. Valley Health – Fort Gay WIC
8. Valley Health – Wayne WIC

LAWRENCE COUNTY, OH

1. Valley Health – Ironton

QUALITY HEALTHCARE
in your neighborhood.



 VALLEY HEALTH

www.valleyhealth.org