



15



VALLEY HEALTH

"EYES ON THE FUTURE"

ANNUAL REPORT

15



FROM THE DESK OF OUR CEO

As we reflect on the past year at Valley Health, we see many positive changes and trends. We added a new service – optometry – and experienced the most patient encounters in our history. As we look outside of our organization, changes in healthcare continue to evolve at a rapid pace, and Valley Health is experiencing and adapting to these changes.

In 2015 and moving forward, we are focused on how change directly impacts our providers and especially our patients with the transition from volume to value based outcomes. The financial impact and utilization of the patient centered medical home model will continue to be developed. Valley Health and other health entities will have to prove the value of what we do for our patients through health outcome measures, and that will be the basis of the reimbursement model within the next five to ten years. To successfully transition, we must start the process now.

Transitioning to being paid based on how we improve our patient health status, especially for our largest payors Medicare and Medicaid, is critical to our survival. We look forward to the opportunity to cover patient lives thereby enhancing our efforts at treating diseases. We have been developing this model for many years, and it includes tools to help improve lives with emphasis on behavioral health, patient centric care and careful monitoring of patients with chronic diseases.

It will be especially challenging to make this transition given the Appalachian culture and economic downturn that has impacted WV. We anticipate significant time and effort towards the process including curbing cultural habits such as poor diet (leading to obesity), tobacco use, and abuse of drugs and alcohol. Our health coaches, patient advocates and clinical pharmacist as well as diabetic educators can offer support to our providers to help with this transition.

As we keep our eyes to the future, there are still many changes concerning the consolidation of the healthcare system, including hospitals in Huntington. It is our job to be at the table in all local, regional and statewide discussions.

At this time, we invite you to take a look at what Valley Health has to offer by reading through the pages that follow. We welcome everyone in the region to connect with us as we navigate toward providing quality healthcare under the changes in the healthcare delivery system.



Steven L. Shattls
Executive Director/CEO

Jill Hutchinson
Board Chair



MEET THE BOARD OF DIRECTORS



GREG AGEE
Operations Manager
Colonial Food Service Equip.



BILL MARCUM
Retired Coal Executive
KY Coal Assoc. @ Massey Coal



BILL BRYANT
Retired Principal
Ferrellsburg Elementary



COKEY MUTH
Retired Operating Room RN
Cabell Huntington Hospital



CHARLES CARROLL
Community Advocate
Special Populations



SHERRY PERRY
Co-Director
Eastern Cabell County
Humanities Organization, Inc.



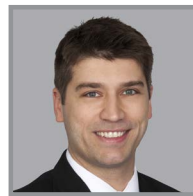
BEN HOWARD
Retired Personal Banker & Investment Representative
Huntington Bank



KEN SANTMYER
District Manager
Gino's Pizza and Spaghetti House, Inc.



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



JEFF STEVENS
Attorney
Offices of Walker and Stevens



GARY KELLY
Retired Bank Executive
City National Bank



CLARA ALICE WILSON
Operations Manager
Dawson Thompson Oil Co.

NEWLOCATION TEAYS VALLEY



Enrique StaAna, MD



Chelsey Crutchfield, FNP

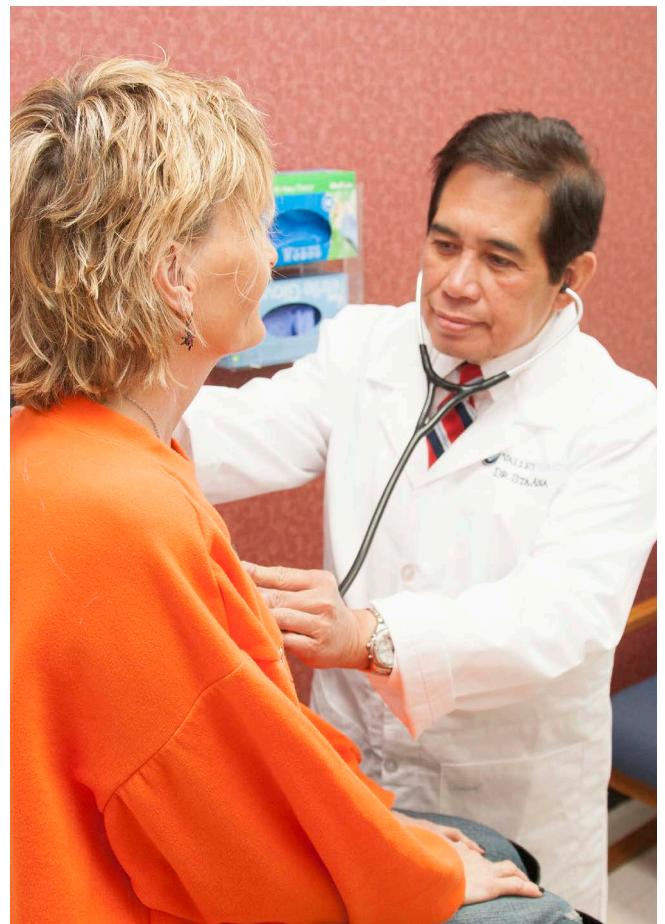
WELCOME Dr. Enrique StaAna

Valley Health was fortunate to gain a well established family medicine physician, Dr. Enrique StaAna, in February 2015. When Dr. StaAna approached Valley Health about joining our team of providers, he expressed his dedication to his patients and wanting to continue to provide quality access to health services. Dr. StaAna's practice remains busy, and Valley Health now has an additional facility in the Teays Valley community.

In addition to his well established family medicine services, Dr. StaAna patients now have access to all the services offered under the Valley Health umbrella:

Behavioral Health • OB/GYN • Dentistry
QUICKCARE • Affordable Payment Options
Other Ancillary Services • 340B Pharmacy Savings

In September 2015, Chelsey Crutchfield, FNP, began seeing patients at the Teays Valley location, focusing on women's health. Chelsey provides women's health services such as pap smears and other routine care at this location for the convenience of long-term Dr. StaAna patients.



 **VALLEY HEALTH**
Teays Valley

WE'RE DOING OUR PART TO ADDRESS IMPACT OF OPIATE ADDICTION AT *Lily's Place*



"I'm involved with Lily's Place because I want to do my part as we work as a community to manage the addiction problems that we are facing in this area,"

Dr. Mathew Weimer, physician at Valley Health, explained.

"These patients are especially vulnerable, both medically and socially, and I see an opportunity to impact their lives as well as those of their family members."

The tiniest victims of the local drug epidemic receive their first doses of drugs even before they take their first breaths, causing many of them to experience withdrawal shortly after birth. To help these newborns combat their withdrawal, Valley Health providers partnered with Lily's Place.

Valley Health and other providers in the community offer medical care for newborns at Lily's Place on a rotating schedule. Most of the newborns they see were affected by opiates before they were born. As a result, many of them developed neonatal abstinence syndrome (NAS) in the first days or weeks of their life.

To treat NAS, these newborns will receive medical attention from providers as well as 24/7 care from Lily's Place staff and volunteers. Lily's Place provides each newborn with his/her own room that is set up like a home nursery. These rooms are designed to help treat NAS so they have minimal distractions, such as low lighting.

Lily's Place offers not only critically important medical care, but also connects patients and families with a variety of other services related to addiction.





BEHAVIORAL HEALTH SUITE AT VALLEY HEALTH HUNTINGTON

In June, Valley Health - Huntington began serving patients in its new behavioral health suite. The unit is located on the second floor of the site and boasts counseling offices, a large group session room and its own waiting area.

The behavioral health suite serves children through geriatric mental health patients. The clinical team consists of a psychiatrist and two psychologists who provide cognitive therapy and utilize group sessions as an effective treatment option.

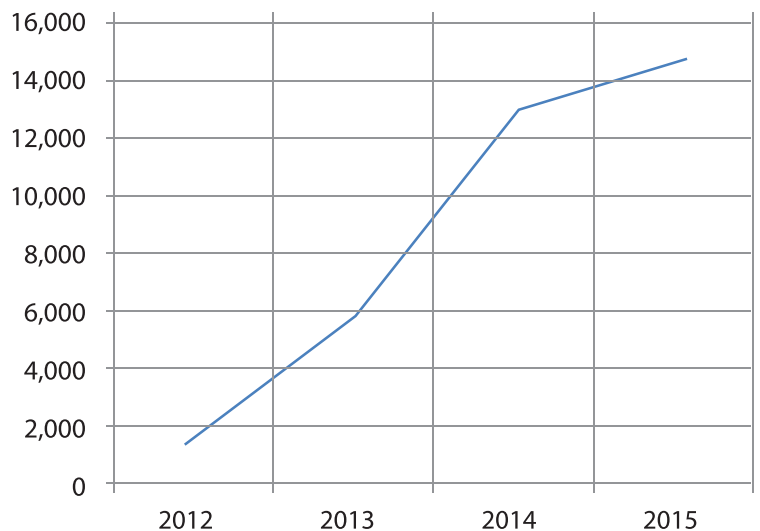
Jerry Wilson, director of maintenance, spearheaded the extensive renovation project after decisions were made to better utilize the unfinished upstairs space that once housed billing and then lab services.

The renovation was funded by a HRSA grant that was awarded to Valley Health in September 2014. Grant dollars will also fund the addition of a pharmacy on the main floor of the building. The pharmacy will be completed by December 2015.



Kimilee Wilson, PsyD & David Oxley, PsyD

BEHAVIORAL HEALTH SERVICES PROVIDED



POPULATION MANAGEMENT

Valley Health is utilizing information technology to improve patient care by engaging in population health efforts. One of the many ways that we strive to improve the health of our patient population is by generating patient registries, or lists of patients, who may need care related to either a chronic condition or preventive care. Our electronic health record (EHR) allows us to generate these lists by analyzing data from patient charts. Once the lists are created, our health coaches use them to monitor patient populations and to reach out to individuals to help them access care. Individual offices can access their individual lists of patients, which can be used to flag charts and plan for needed care before the time of the office visit.

We have recently begun using these techniques to improve colorectal cancer screening rates within our system. We have streamlined our data entry process related to this screening, which results in more accurate patient registries. These registries are being used to send letters and, in some cases, screening supplies, to patients identified as due for this screening. Many of our providers have signed standing orders for this screening, allowing for these efforts to occur with minimal provider involvement. While provider-patient conversations remain the best way to engage patients and drive improved quality of care, population health efforts will supplement the provider-patient interaction by following up with those patients who didn't go through with the recommended screening.

Our EHR analyzes data from patient charts that we can use to better engage with individuals about their care.

We expect that our population health efforts will improve the health of individual patients by catching those patients who may have missed appointments or otherwise fallen through the cracks. Further, our health coaches use motivational interviewing techniques to help patients work through their fears and other barriers to care, which will help many patients choose to go through with recommended testing. Finally, having accurate data across our system for this and other important care measures helps us to understand our successes and opportunities for improvement, which drives our quality improvement efforts. We see great potential in the use of information technology to drive quality improvement, and population health management is one of the exciting ways to use technology to gauge success and implement improvement.



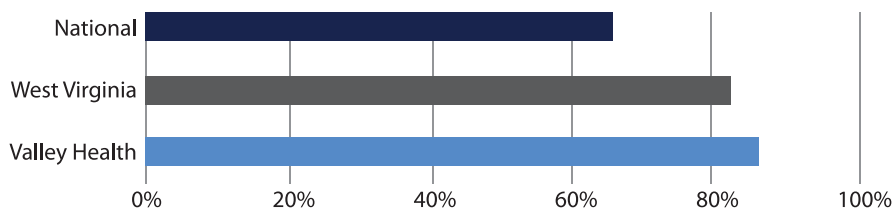
PATIENT
PORTAL &
MEANINGFUL USE

through the use of
INFORMATION TECHNOLOGY & HEALTH COACHING

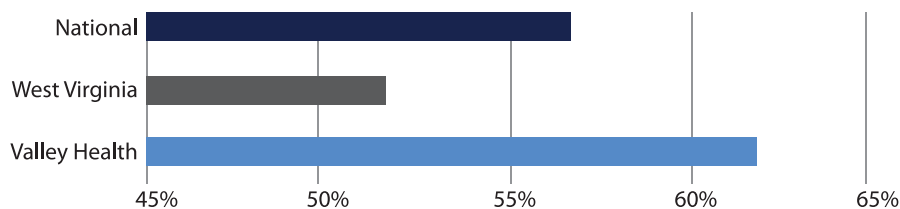
VALLEY HEALTH

IMPROVEMENTS IN DISEASE STATE AS RESULT OF HEALTH COACHING

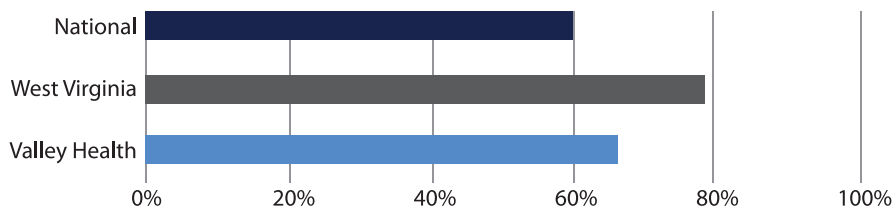
PERINATAL HEALTH



PREVENTIVE HEALTH SCREENINGS & SERVICES



CHRONIC DISEASE MANAGEMENT



*“We see **great potential** in the use of information technology to drive quality improvement, and population health management is one of the **exciting ways to use technology to gauge success and implement improvement.**”*

In July Valley launched its new online patient portal known as My Valley Health. My Valley Health grants patients access to their health information via a secure web portal. Patients can register for the portal after receiving a verification PIN from a front desk receptionist. Once registered, they can securely message with clinical staff, request appointments, view labs and test results, and request prescription refills. The portal also allows patients to manage all their family’s healthcare on one central account. By having their medical information always available, patients can make more informed decisions about their health. Patients of all ages have access to the portal except those between the ages of 12-18. This limitation is to ensure the confidentiality of Valley’s family planning patients.



Dr. Alvin Ginier, OD - Optometrist

OPTOMETRY

In January 2015, Valley Health unveiled its newly created Optometry suite located on the second floor of the East Huntington location. The suite was largely funded by an Expansion of Services Grant, which allowed for the remodeling of the facility, acquisition of new, state of the art equipment, and hiring of staff. The suite includes a patient room as well as a frames floor display. The display showcases a variety of economical as well as designer options. An optician is available to assist with frame fittings.

During this time, Valley Health hired its first optometrist, Dr. Alvin Ginier. Dr. Ginier treats patients as young as six months old. Services include comprehensive eye exams, contact lens fittings for astigmatism and bifocals, children's eye care, diagnostic testing, and the treatment and management of ocular diseases.

SLIDING FEE PROGRAM

Valley Health's Sliding Fee Program is designed to help qualified patients reduce their bills for routine health services at our facilities. Eligibility is based on family size and income.

SLIDE NAME	% OF FEDERAL POVERTY LEVEL	PRO. SERVICES & DIAGNOSTIC	SELECT FRAMES & LENSES
A	0-100%	\$65	50% OFF
B	101-133%	60% OFF	50% OFF
C	134-166%	50% OFF	30% OFF
D	167-200%	40% OFF	20% OFF

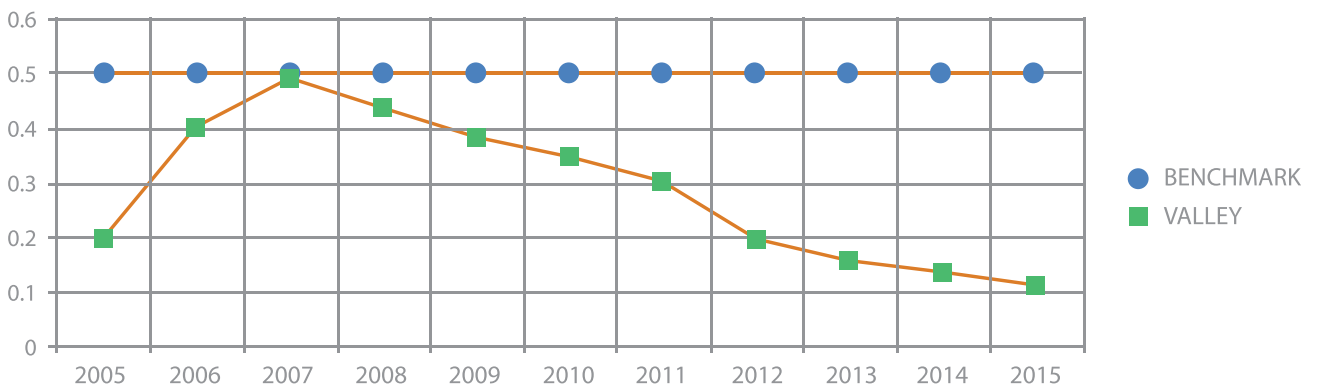
2016

Valley Health plans to open another optometry suite in its new Wayne facility to give patients greater access to this service.

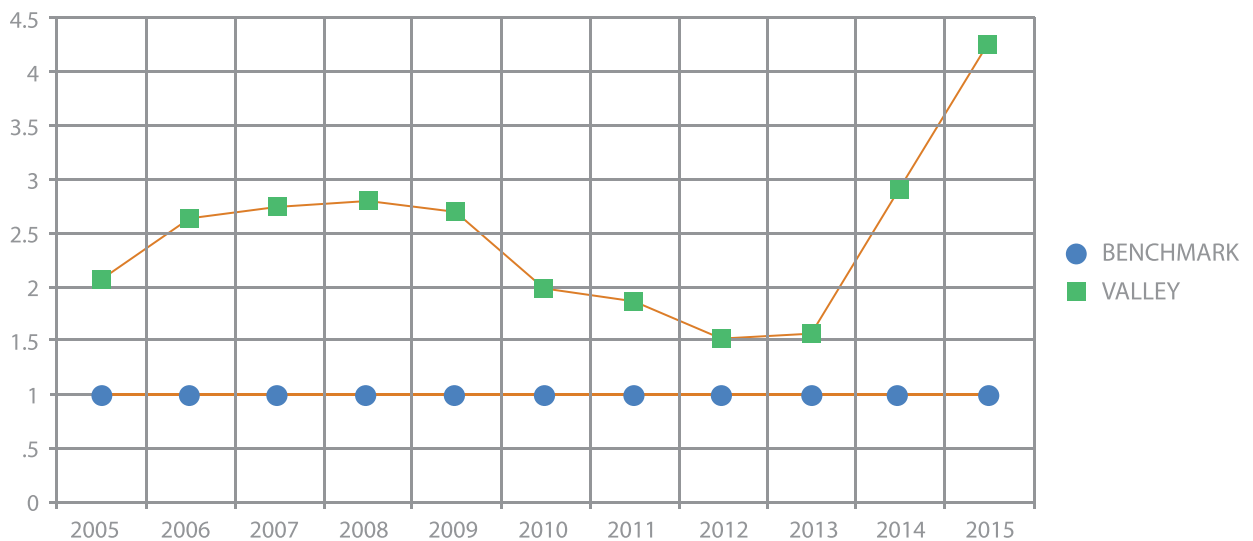
the 2015 FINANCIAL REPORT

Valley Health continued its history of increasing profitability. The fruits of a lawsuit concerning reimbursement levels from State payments has manifested into enhanced ongoing reimbursements as well as the beginning of settlement funds related to past periods. These funds have been used to reward employees as well as improve patient care. Additionally, there are plans for significant future patient centered capital projects, which would have seemed impossible in the recent past.

LONG-TERM DEBT TO EQUITY TREND



COVERAGE-WORKING CAPITAL TO EXPENSES



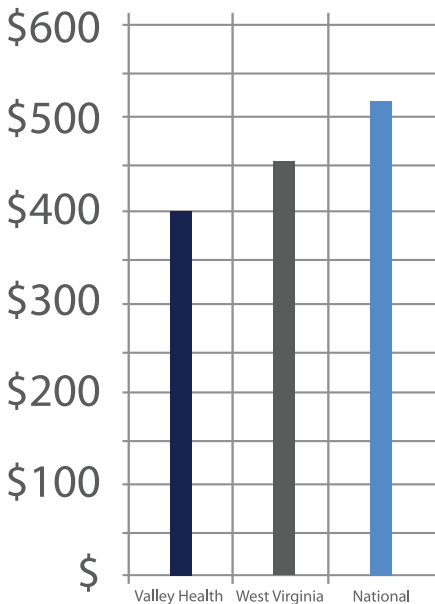
The cost-related graphs shown indicate that Valley Health has consistently maintained a low-cost structure when compared to its statewide peers as well as nationally. This has benefited our patients and their ability to access services.

The charts also highlight Valley’s current and consistent trend of low-level debt. Valley has and will continue to fund operations successfully with expense coverage trending in a positive direction.

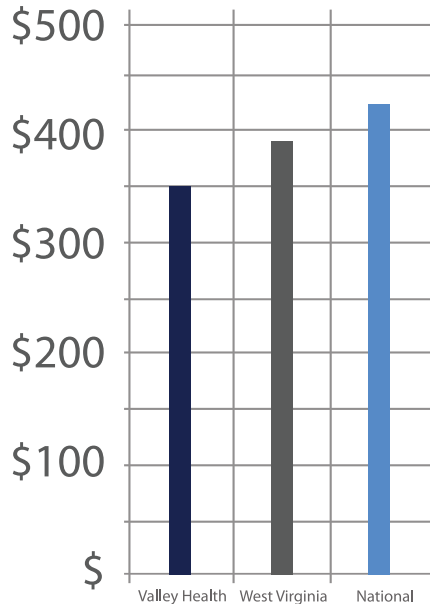
The financial attributes are front and center in describing Valley Health’s school-based program, which has exhibited significant improvements and is highlighted in the following article.

A LEADER *IN DELIVERING* QUALITY CARE AT A LOWER COST PER PATIENT

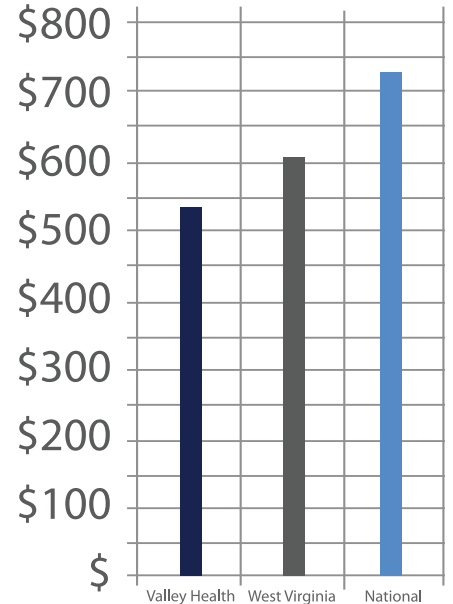
MEDICAL COST/PATIENT



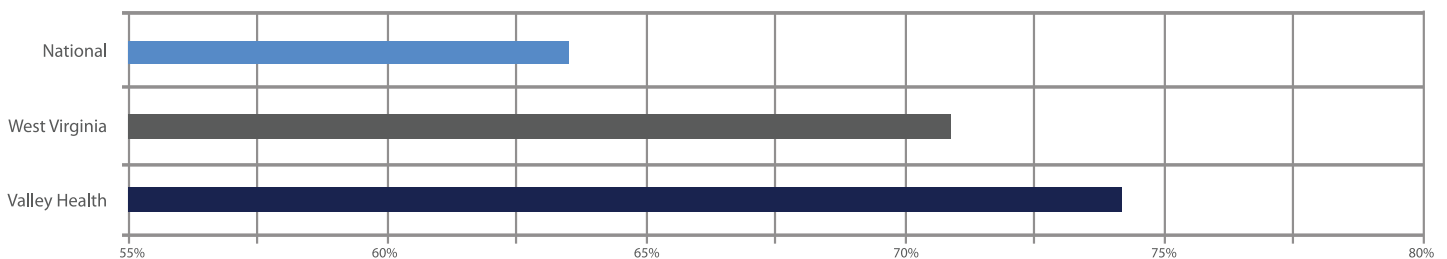
DENTAL COST/PATIENT



BEHAVIORAL HEALTH COST/PATIENT



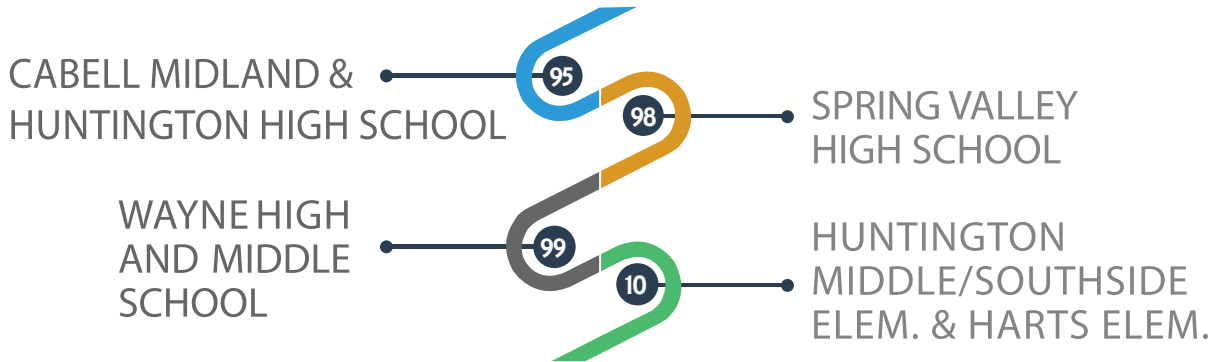
QUALITY HEALTH INDICATORS



FINANCES ALIGN FOR SCHOOL-BASED HEALTH

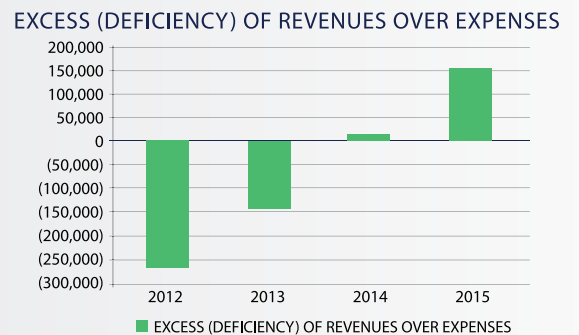
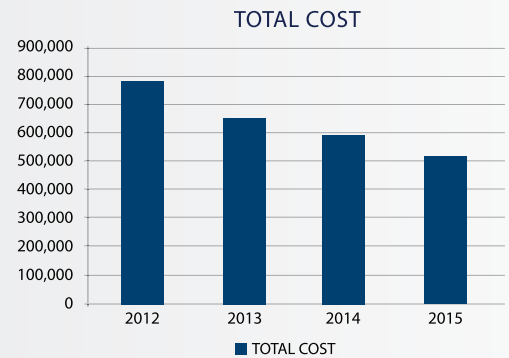
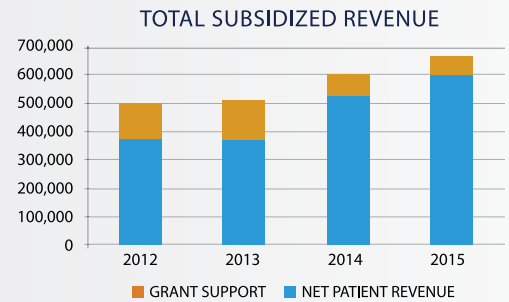
The mission of Valley Health to provide quality health-care to all leads the organization into non-traditional services lines such as school-based health. Valley Health first started providing school-based care in 1995 with an initial site at Huntington High School.

Although SBHCs have been in place for two decades, the public perception remains unclear. Many people aren't aware of school-based services; others assume it is school nursing; and then there are those who fully utilize the comprehensive services conveniently located at the schools.



Valley Health SBHCs provide quality primary care services including family medicine, laboratory, dental, nutritional advice and behavioral health counseling on site. The staffing model includes a nurse practitioner, registered nurse and receptionist. The team members are involved with school activities and become part of the school culture.

The challenge over the years has been balancing the finances with providing quality services. In 2014, Valley Health made drastic changes to the staffing profile while prioritizing access and quality. The result was a first time breakeven and then revenue surplus. As indicated in the graphs to the right, SBHC funding continues to diminish, and Valley Health has proactively taken steps to continue to provide these services even with lack of funding.



STRATEGIC PLAN 2015

Every five years, Valley Health conducts a formal strategic planning process that includes a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and environmental evaluation. The Board of Directors approves the final plan.

THE SIX STRATEGIC GOALS ARE DETAILED BELOW.



GOAL #1

STRATEGIC GOAL 1:

Strengthen and grow organizational infrastructure including operations, governance and facilities.

GOAL #2

STRATEGIC GOAL 2:

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

GOAL #3

STRATEGIC GOAL 3:

Utilize and standardize technology to improve quality assurance and ensure that data is readily accessible and reliable for decision making and planning.

GOAL #4

STRATEGIC GOAL 4:

Develop and implement strategies to ensure that patient care and organizational policies and procedures are of the highest quality, meeting all rules and regulations required by any governing board and granting organization.

GOAL #5

STRATEGIC GOAL 5:

Hire, develop and retain highly qualified team oriented, customer focused employees.

GOAL #6

STRATEGIC GOAL 6:

Strengthen Valley Health's presence in the community and prepare for future changes in the environment to remain the healthcare choice for patients.

OUR MISSION:

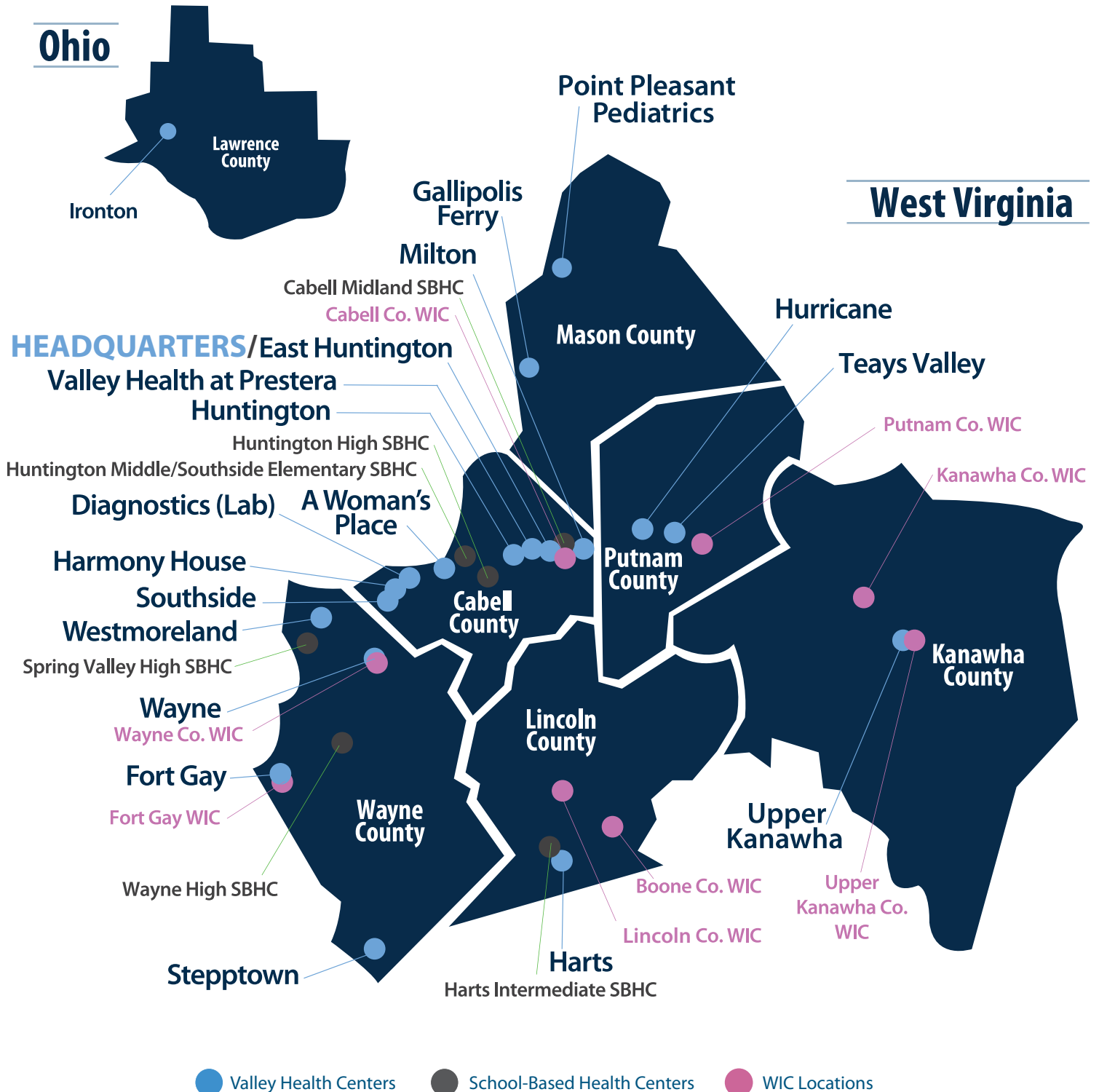
TO PROVIDE QUALITY HEALTHCARE TO ALL INDIVIDUALS, EMPHASIZING OUTREACH TO THOSE WHO ARE UNDERSERVED.

OUR VISION:

VALLEY HEALTH WILL BE THE LEADER IN PROVIDING EXCELLENT COMMUNITY-BASED PRIMARY HEALTHCARE.

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.



WELCOME OUR NEWEST PROVIDERS



Ashleigh Clickett, DO
OB/GYN

EDUCATION:

VA College of Osteopathic Medicine

DOCTORATE:

Doctor of Osteopathic Medicine 2011

LOCATIONS:

Fort Gay, Ironton & Westmoreland

Dr. Clickett is a Kansas native and enjoys athletic activities as well as spending time with her family and friends.



Enrique StaAna, Jr., MD
Family Medicine

EDUCATION:

University of Santo Thomas

DOCTORATE:

Doctor of Medicine 1969

LOCATION:

Teays Valley

Dr. StaAna has been practicing family medicine in the tri-state area for 37 years.



Alvin Ginier, OD
Optometrist

EDUCATION:

Southern College of Optometry

DOCTORATE:

Doctor of Optometry 2005

LOCATION:

East Huntington

Dr. Ginier likes spending time with his family, photography and outdoor activities.



Whitney Fulton, MD
Child & Adolescent Psychiatrist

EDUCATION:

Marshall Univ. School of Medicine

DOCTORATE:

Doctor of Medicine 2010

LOCATION:

VH – East Huntington

Dr. Fulton enjoys spending time with her husband and two sons, reading, cooking and going to the beach.



Nabila Raja, DDS
Dentist

EDUCATION:

University of Western Ontario

DOCTORATE:

Doctor of Dental Surgery 2006

LOCATION:

VH – East Huntington

Dr. Raja is a Pennsylvania native and likes to spend time with her two children, travel and cook.



Nicole Thacker, PharmD
Pharmacist

EDUCATION:

Ohio Northern University

DOCTORATE:

Doctor of Pharmacy 2009

LOCATION:

VH – East Huntington

Dr. Thacker enjoys spending time with her family, golfing, reading and traveling.

NEW
Midlevel
Providers

Zachary Moore, FNP

Chelsey Crutchfield, FNP

Lindsey Litchfield, FNP

Jeremy McDaniel, FNP

Lisa Rakes, FNP

Sarah Setran, PsyD

David Wolfe, PsyD

Bethany Anderson, FNP

 VALLEYHEALTH

CEO

Steven Shattls, MPA
Executive Director/CEORichard Weinberger, CPA
Chief Financial Officer

CFO

CMO

Herbert Myers, DO
Medical DirectorLanie Masilamani, MHA
Chief Operating Officer

COO

CIO

Josh Hammonds, BA
Chief Information Officer**FAMILY MEDICINE**

Chris Branam, MD
Shelley Bailey, MD
Scott Davis, MD
Amy Garmestani, MD
Jenifer Hadley, DO
Zachary Hansen, MD
Buddy Hurt, DO
Amy Marsteller, MD
Korey Mitchell, MD
Enrique StaAna, MD
Mathew Weimer, MD
David Whitmore, DO
Bethany Anderson, FNP
Lisa Childress, FNP
Chelsey Crutchfield, FNP
Bridgett Freeman, FNP
Lindsey Litchfield, FNP
Jeremy McDaniel, FNP
Zachary Moore, FNP
Lisa Rakes, FNP
Traci Phillips, FNP-BC
Terry Roberts, FNP-BC
Sarah Schindler, FNP-BC
Linda Salem, FNP-C
Jennifer Wellman, APRN-C
Molly Bennett-Beckley, PA-C
Caroline Culver, PA-C

BEHAVIORAL HEALTH*PSYCHIATRISTS*

April Baisden, MD
Whitney Fulton, MD
Michael Hackman, MD
Sanjay Masilamani, MD
Nika Razavipour, MD

BEHAVIORAL HEALTH*PSYCHOLOGISTS*

Rebecca Denning, PsyD
Sarah Jarvis, PsyD
K. David Oxley, PsyD
Sarah Setran, PsyD
Kimilee Wilson, PsyD
David Wolfe, PsyD

ULTRASOUND

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

DENTISTRY

Stephen Beckett, DDS
Daniel Brody, DMD
Andrea Kelly, DDS
Stephen Minor, DDS
Nabila Raja, DDS
Kara Smith, DDS
Ashton Staunton, DDS

OB/GYN

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

HYGIENIST

Michele Endicott, RDH
Donya LaBrosse, RDH
Marsha Ryan, RDH
Tina Triplett, RDH

OPTOMETRY

Alvin Ginier, OD

INTERNAL MEDICINE

Edward Moran, Jr., MD
Manimekalai Raman, MD
Daniel Whitmore, DO

PHARMACY

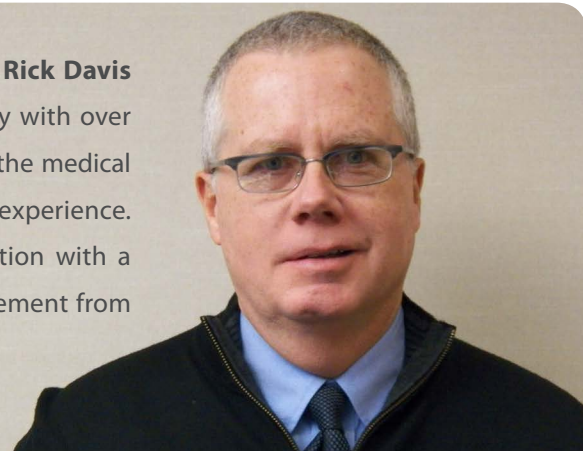
Ashley Houvouras, PharmD
Nicole Thacker, PharmD
Megan Peterson, RPh.

PEDIATRICS

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

Welcome Our NEW HR DIRECTOR

In January 2015, Valley Health welcomed **Rick Davis** as its new HR director. Rick came to Valley with over 14 years of experience as a HR director in the medical industry as well as over 30 years of total HR experience. He received his B.A. in public administration with a specialization in human resources management from Miami University in Oxford, OH.



www.valleyhealth.org

CARE **MEDICINE**

PEDIATRICS

NUTRITION

OPTOMETRY

WIC

&

EXAM

OB/GYN

Doctor

FAMILY

LACTATION
COUNSELORS

DENTISTRY

EXAMINATION

PHARMACY

**WELL
BEING**

COMMITMENT

DOCTOR

Diagnose

PROFESSIONAL

HEALTHY

**LACTATION
WIC
COUNSELORS**

**LEADERS
EXAM**



DOCTOR

PHARMACY

**VALLEY
HEALTH**

Quality & **CARE**

EXAM

FAMILY

NUTRITION

Patient-centered

HEALTHCARE

DEDICATION



PATIENT

PEDS

CENTERED



20

 **VALLEY HEALTH**
ANNUAL REPORT
2015