



# ANNUAL REPORT 2017

TENINO CLINIC



CELEBRATING 13 YEARS



## OUR VISION

Valley View Health Center strives to create a healthy community by:

- Understanding that all patients are unique and have their own individual and cultural values.
- Being a collaborative model with Medical, Dental, Behavioral Health, and Pharmacy working together for the best measured clinical outcomes for our patients.
- Focusing our services on patients who have chosen us as their primary health care home.
- Valuing our employees and financial resources while cultivating and respecting those resources.
- Committing to provide quality care and a collaborative model in the communities where our patients live.

## OUR MISSION

To improve the health and well-being of the community by providing quality and compassionate health care services in a patient-centered atmosphere, respecting individual and cultural diversity.

## BOARD OF DIRECTORS

John Burton, President  
 Greg Martin, Vice President  
 Jeremy Germann, Treasurer  
 David Pavletich, Secretary  
 Dr. Steve Enders, Past President  
 Bruce Binder  
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 Toni Gwin  
 Dr. Michael LeClair  
 Lynda Nanney  
 Gricelda Sanchez  
 Marianne Schumacher  
 Patricia Snyder  
 Andy Skinner

## MANAGEMENT TEAM

Steven Clark, Executive Director  
 Leslie Wohld, Human Resources Director  
 Heidi Zipperer, Operations Director  
 Holly Sliva, Chief Financial Officer  
 Michael Schieffer, Information Technology Director  
 Dr. David Little, Medical Director  
 Dr. Lou Ann Mercier, Dental Director  
 Dr. Tre Normoyle, Behavioral Health Director  
 Dr. Sarah Bagby, Pharmacy Director

## LETTER FROM BOARD PRESIDENT

It has been an exciting year for Valley View Health Center with many accomplishments to count.

Working with the Board has been especially rewarding as they have proven to be committed and engaged. We have been reworking the Board policies and making good progress. I especially appreciate the diversity on our Board and want to thank our Vice President and Membership Committee Chair, Greg Martin, for his efforts in adding new Board members. Several others have stepped up and taken leadership roles in other committees, including Finance, Quality Assurance/Quality Improvement, Facilities, etc., and I thank you for your contributions.

In 2017, we added Olympia Dental, opened our new Tenino Clinic, and completed a major remodel of the Raymond building, which is beautiful! I was able to attend the Raymond Open House, which was well-attended and appreciated by the community. In Winlock, we purchased an existing building to replace the building that burned in the October 2016 fire. It is open and running smoothly. These changes represent

good stewardship of the resources we have.

Our Pharmacy continues to see tremendous growth. We have remodeled the Chehalis Pharmacy to add space and will be moving to an offsite, central-fill facility to further expand. This represents more people receiving convenient and affordable medication that they need.

We continue to see growth in providers and support staff. In 2017, we had 170.42 FTEs and 195 employees as compared to 150.75 FTEs and 168 employees in 2016. Encounters for 2017 were up by 8,591, an increase of 13.5% as compared to 2016. In January of 2018, I was able to attend the All Staff Meeting at Great Wolf Lodge. Offices were closed for the day, which allowed time for all employees to gather for training and team-building. I was impressed with the number of employees and the overall positive atmosphere. Without a doubt, it is these committed professionals who make Valley View the great organization we are.

- John Burton, Board President

## LETTER FROM EXECUTIVE DIRECTOR

Medical, Dental and Behavioral Health providers saw 22,303 patients with 72,323 encounters, and our Pharmacy filled 39,632 prescriptions in 2017. Valley View continues a momentum of unprecedented growth, in both quality improvement and financial reserves.

In 2017, Valley View Health Center continued the march to measured quality. We were accredited by the Accreditation Association for Ambulatory Health Care (AAAHC) and recognized as a Patient-Centered Medical Home (PCMH) and Patient-Centered Dental Home (PCDH). These awards are a statement of our organization's dedication to measured quality. We also began a communication improvement process to cultivate a culture of increased staff satisfaction. The Human Resources Director and I initiated a process to ask staff questions about their typical workday, such as what is going well, what is not going well, if they have the tools needed to perform their jobs, etc. While this is difficult and challenging, it is a necessity in our continued strive for excellence that that will endure for years to come.

Our annual All-Staff Training Day was a huge success. With a theme of Leading the Pack, in which Valley View's Management Team served as referees, the event

was fun and created lasting memories. Topics included Earthquakes & Emergency Preparedness, Poverty & Social Determinants of Health, Working with Child & Family Protective Services and Continuing to Build a Great Team.

In 2017, Valley View was successful in finding, hiring and retaining key employees that have made our success possible. However, as with any organization, there were a few staff we would have liked to retain and others that have moved on. All contributed to our success and will be missed. The difficult, day-to-day work of caring for patients and engaging them to become healthier was done by our mission-driven staff.

What does the year ahead have in store? We are in the planning stages of designing and building our own integrated Pediatric Center. We also expect to expand our Pharmacy to include a central-fill location that will increase production and allow for additional growth.

Thank you all for your contributions to our success and future.

- Steven C. Clark, Executive Director

# 2017 HIGHLIGHTS

- Received accreditation through the Accreditation Association for Ambulatory Health Care (AAAHC)
- Added dental services to our Olympia Clinic from the previously awarded Oral Health Service Expansion Grant
- Added behavioral health services to our Olympia Clinic
- Added behavioral health services to our Winlock Clinic
- Recognized by Community Health Plan of Washington for most improved childhood immunization compliance rates
- Opened our Tenino Clinic
- Added behavioral health services to our Tenino Clinic with an Access Increases in Mental Health and Substance Abuse Services (AIMS) Grant from Health Resources and Services Administration
- Purchased tablets to maximize patient engagement and provide clinical alerts to the health care team through an AIMS Grant from Health Resources and Services Administration
- Received Quality Improvement Funding through Health Resources and Services Administration, which enabled Valley View to hire a Patient Portal Representative and Data Quality Specialist.
- Renovated the Raymond Clinic through a Capital Grant from Health Resources and Services Administration's Health Infrastructure Investment Program
- Opened our new Winlock Clinic location
- Expanded the Chehalis Pharmacy
- Collaborated with Swedish Mobile Mammography to provide 59 patients with access to Mammograms at our Raymond, Chehalis, and Toledo Clinics
- Received a Colorectal Cancer (CRC) Screening Grant through Washington Association of Community and Migrant Health Centers (WACMHC), Washington State Department of Health (DOH), and Centers for Disease Control and Prevention (CDC), which increased CRC Screenings by 7%



Cheryl P. (left) and Barbara Z. (middle) pose with Board President, John Burton (right), as they receive their five-year employment recognition pins. Thank you for your dedication and service to Valley View!



Teri F. (left) and Linda T. (right) pose for a picture during the first North Pacific County Project Homeless Connect, where blood pressure and blood sugar testing were completed for the community.



Tyler S. (pictured front row, left) attended Governor Jay Inslee's signing of Senate Bill 5779. In part, this bill addresses the challenges that health centers face when billing for integrated behavioral health care.



Tenino Clinic staff enjoy ice cream to celebrate National Community Health Center Week in August. Pictured left to right: Dawn Marie I., Tanya N., Susan R., and David C.



Dr. Maynard (left) proudly accepts her induction as a fellow into the Pierre Fauchard Academy, a nomination-based foundation for dentists who show excellence in the profession.



Employees and community members participated in Valley View Health Center's C to C Bike Ride, a seven-mile course that begins in Centralia's Washington Park and ends in Recreation Park in Chehalis.

## OUR PATIENTS



Chehalis Clinic staff, pictured left to right: Alisha W., Deborah B., Emily S., Chris M., Katy G., Harleigh A., and Faith M.

“At Valley View, we have the ability to offer payment plans for our patients. Patients are thrilled, because it allows them to budget their expenses while still being able to afford other necessities of life.”

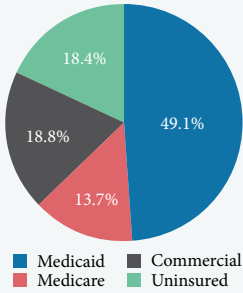


Wearing hard hats in honor of the remodel, the Raymond staff poses in front of the clinic sign.

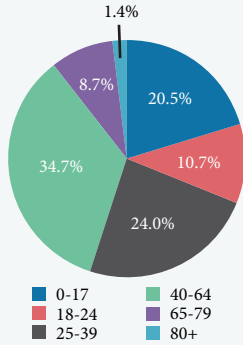
Back, left to right: Joe R., Brandyn B., Sara W., Hannah A., Dr. Fadele, Dr. Maynard. Front, left to right: Dr. Holland, Brenda P., Ashley J., Teri F., and Lindsay Y

“My friend just got on Apple Health Insurance. She is a very hard-working, proud, and independent woman. She was apprehensive of receiving care at Valley View. I explained to her that we do not judge people; we only want to help. We don’t see status; we see people. During her medical visit, her provider encouraged her to have a mammogram since she hadn’t received one in several years. Her results showed Stage 2 Breast Cancer. She is now doing great, thanks to Valley View and the kindness of the staff. From the front desk to the MA to the doctor, she is beyond grateful. It is a humbling experience to help someone, and it is a gift to be a part of this team. I am forever grateful.”

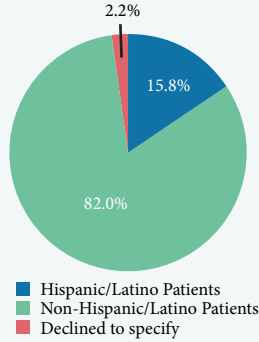
### HOW OUR PATIENTS ACCESS CARE



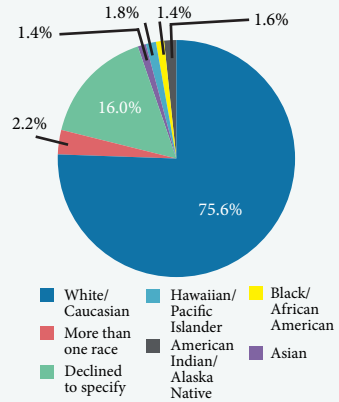
### AGE DEMOGRAPHICS



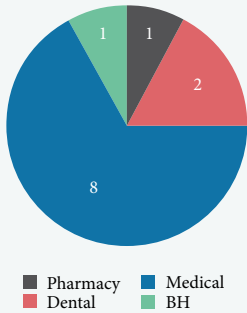
### PATIENT DIVERSITY BY ETHNICITY



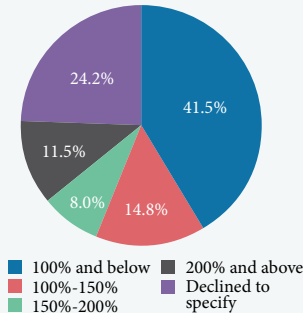
### PATIENT DIVERSITY BY RACE



### PROVIDERS HIRED IN 2017 (BY NUMBER)

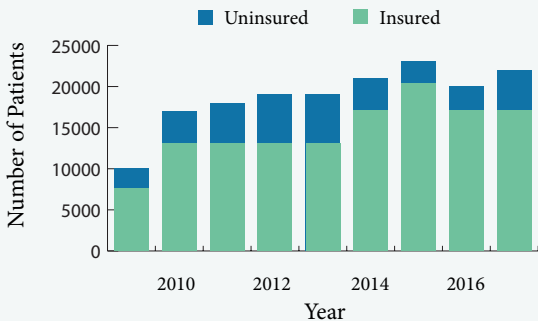


### PATIENT INCOME (BY FEDERAL POVERTY LEVEL)

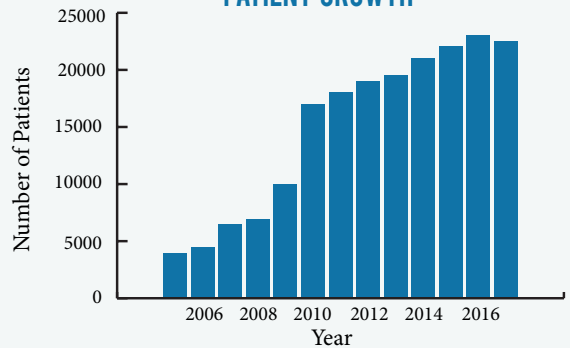


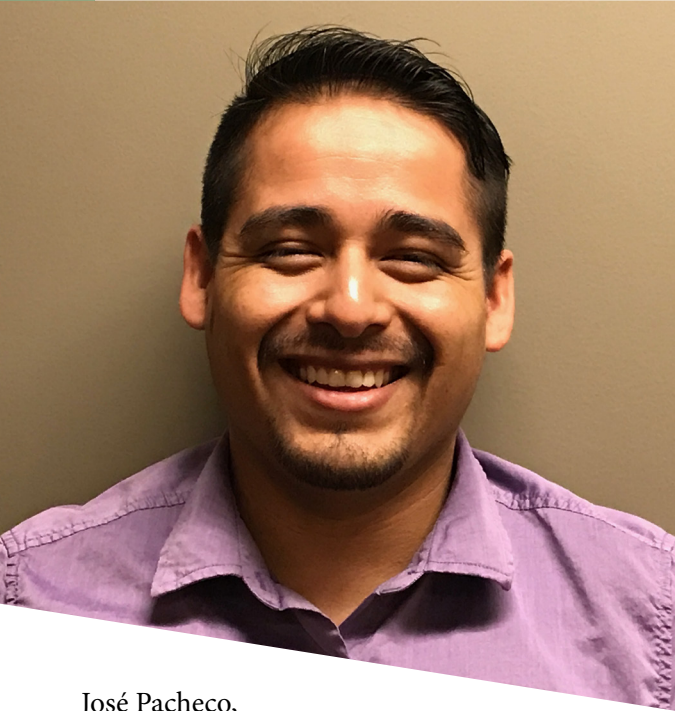
Over \$5,000 from the Helping Hands Fund was used to assist Valley View Health Center patients with health care costs in 2017.

### INSURED VERSUS UNINSURED PATIENTS



### PATIENT GROWTH





José Pacheco, Patient Engagement Specialist for the Behavioral Health (BH) Department, has played an instrumental role since 2014. With his bilingual and bi-cultural experience, José has provided interpretation and advocacy services for patients, connected patients with appropriate care or resources, and has pursued his Bachelor's in Social Welfare at the University of Washington (UW). He is now in his final year of the program, with a graduation date of June 2018. Recently, he was accepted into UW's Graduate School for the Masters of Social Work (MSW) Advanced Standing Program, and he has plans of working in our integrated program upon graduation. Before joining the BH department, Jose worked in the Medical Department as a Medical/Biller Receptionist. On behalf of the Behavioral Health Team, we are proud of you, José!

## BEHAVIORAL HEALTH REPORT

The Behavioral Health (BH) Department expanded, including adding services and providers to three existing Valley View Clinics – Olympia, Tenino, and Winlock. Our Board of Directors' vision includes establishing the integrated model at all clinics, when possible, and Valley View has now moved one step closer to this goal! With clinics located in Centralia, Chehalis, Morton, Olympia, Onalaska, Pe Ell, Raymond, Tenino, Toledo, and Winlock, Valley View has implemented the integrated model of care in 7 of our 12 twelve clinics. Valley View had a total of 3,144 Behavioral Health visits in 2017.

-Dr. Tre Normoyle  
Behavioral Health Director





The Assistant Medical Directors led a team of providers with a total of 48,577 medical office visits in 2017. Back row, left to right: Charlotte Clark-Neitzel, MD; David Little, DO; Stephen Hennessey, MD; and Leyton Jump, MD; Front row, left to right: Sarah Landrum, MD; Sundy Holland, MD; and Julie Calderon, ARNP

## MEDICAL REPORT

Valley View's medical department continues to expand services and improve quality of care for our patients. In February this past year, Valley View Health Center received accreditation as a Patient Centered Medical Home and Patient Centered Dental Home from the Accreditation Association for Ambulatory Health Care. What this means for Valley View and our patients is that we meet or exceed nationally recognized standards for quality of care and patient safety.

Many individuals on our medical team contributed to our AAAHC accreditation. The Assistant Medical Directors worked tirelessly to improve quality, efficiency, and communication at all levels of patient care. This group focuses on maintaining high productivity while improving quality of care through peer review. Quality scores increased 20 points or more through the efforts of our dedicated staff! Our Quality Specialist was also instrumental to Valley View's accreditation.

Provider satisfaction and production is also being addressed through a series of PDSAs at the South clinics. The retention of providers was high in 2017, and, through measures such as the above, it is hoped that Valley View will

continue this trend.

Valley View was also awarded a colorectal screening grant from the Washington State Department of Health. In addition, behavioral health and substance abuse services are now offered at our newly acquired Tenino Clinic, the result of a grant from the Health Resources and Service Administration. Both grants improve quality of care for our patients by increasing preventative screening rates and providing mental health services in a medical setting.

Growth continues at Valley View with the addition of the Tenino Clinic, expanded services at our pediatric clinic, which includes seeing patients at Pope's Kids Place, and plans to collaborate with Behavioral Health Resources at our Olympia facility to prescribe buprenorphine for parenting and pregnant women with substance abuse problems.

Valley View is dedicated to providing the best possible care for our patients and will continue to strive for excellence in our community, each and every year.

- Dr. David Little, Medical Director



## DENTAL REPORT

In a traditional setting, dental services are separated from medical services. With Valley View's integrated model of care, our patients can feel supported on all levels, including enrollment, behavioral health, and pharmaceutical services. Patients who access care only on an emergent-basis have many barriers to optimal health. Once patients utilize Valley View's many resources, however, it is wonderful to see how much their lives improve. Our dental department loves creating healthy smiles and helping people change their lives.

In 2017, our dental department had 21,151 patient visits. Valley View constantly seeks ways to expand services as we are often the only access point for many people in the community. To achieve this goal, we applied for a capital grant from the State to expand dental services. In 2017's State capital budget, Valley View was awarded \$1 Million to expand the dental program. This is wonderful news for the underinsured and underserved members of our community.

-Dr. Lou Ann Mercier, Dental Director

The dental team smiles in front of the Olympia Clinic, which added dental services in January.

Back row, left to right:  
Mary N., Dr. Doyle,  
Monte C., Natalie H.;  
Front row, left to right:  
Michelle Z., Diane S.,  
Gaby P., and Julie M.

## PHARMACY REPORT

Valley View Health Center's pharmacy has exceeded our wildest expectations. In 2017, we served three times the number of patients as we did in 2016 – over 4,300 patients and more than 35,000 prescriptions! This growth has been amazing to watch.

Better quality of care serves as a continued motivator to expand the pharmacy program. With our 340B pharmacy, Valley View is able to offer patients considerable savings in the cost of prescriptions. This is especially important for our patients, many of whom find it difficult to purchase needed medications.

One patient went without her long-acting inhaler, as she couldn't afford \$360.00 per month for her prescription. Through 340B pharmacy pricing, we were able to offer her

an alternative yet comparable medication for \$10.00 per month! Another patient was prescribed an expensive medication to treat severe plaque psoriasis, which the patient could afford through lower prescription costs available through the 340B pharmacy.

Due to the unequivocal success of the pharmacy, Valley View Health Center continues to expand the program. In 2018, the Valley View team is opening a central-fill facility to enable pharmacy staff to meet the increased demand for services. What will 2018 bring for the pharmacy? One thing we are certain, the program will continue to improve the health, well-being, and quality of life for our patients.

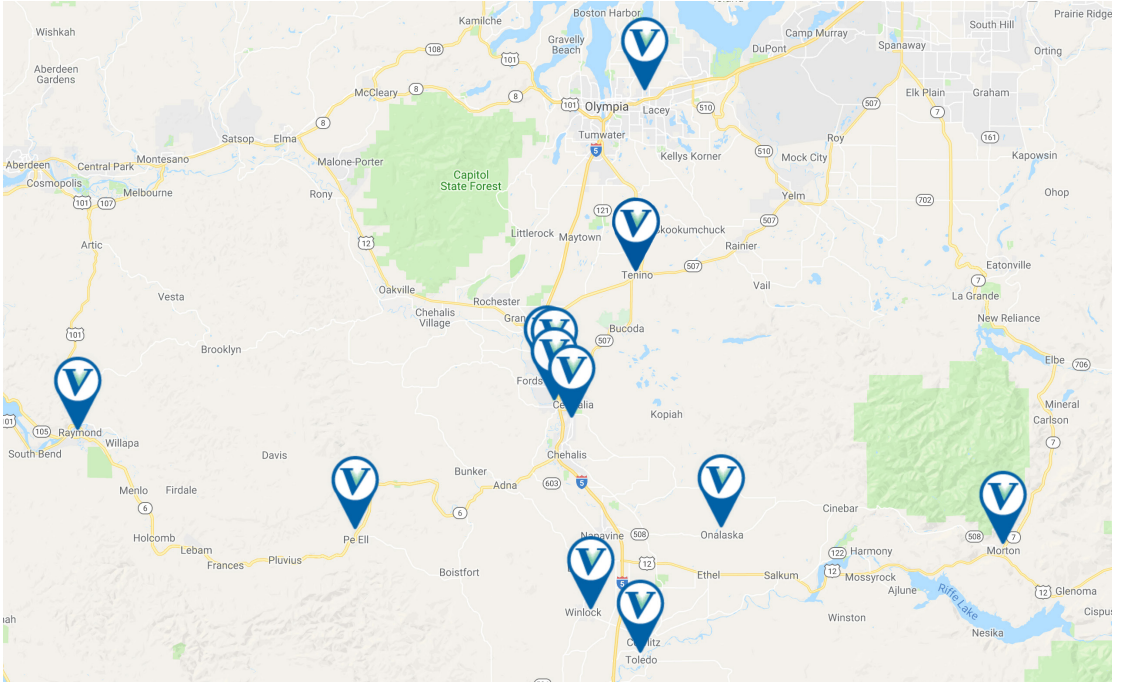
- Dr. Sarah Bagby, Pharmacy Director



The Pharmacy team has worked tirelessly this year, filling a record of 360 prescriptions in a single day and filling a total of 39,632 prescriptions in 2017.

Back row, left to right: Alma S., "Mac", Dr. Bagby, and Rosie Q.; Front row, left to right: Jon W. and Warren H.

# IN YOUR COMMUNITY TO SERVE YOU



- Chehalis
- Centralia Walk-In
- Onalaska
- Tenino
- Centralia
- Morton
- Pe Ell
- Toledo
- Centralia Pediatrics
- Olympia
- Raymond
- Winlock

## A SPECIAL THANK YOU TO:

Our community partners, who make our work possible.  
Our mission-driven staff, for all the great work they do.  
Our Board of Directors, for their time and continued support.



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