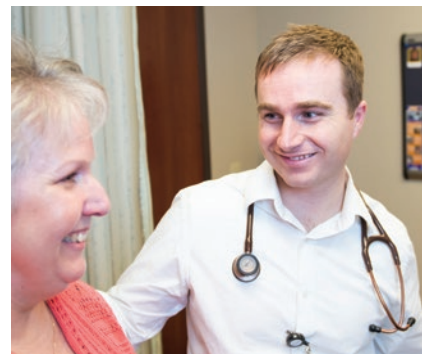
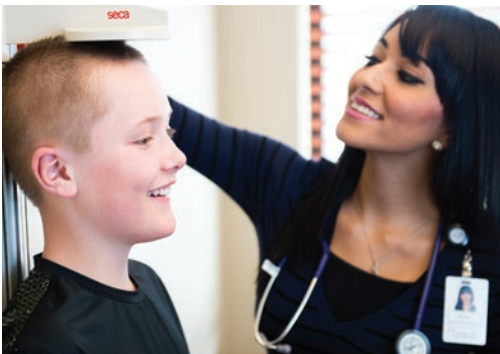




2014

Report to Our Communities



MESSAGE FROM OUR CEO

2014 marked a new beginning not only for CVCH, but for many of our patients. The long anticipated Affordable Care Act ushered in the opportunity for several thousand uninsured to finally receive access to affordable health insurance. They represent the working poor in the communities we serve who live day to day just one hospitalization away from financial ruin. Over 15 million American adults used up all of their savings in 2013 to pay medical bills. Even with savings accounts exhausted, medical bills are the leading cause of bankruptcy in the United States.

This annual report shines a spotlight on the lives that have been impacted through the Affordable Care Act and the role CVCH has played in helping the patients we serve navigate these uncharted waters.

CVCH employed 13 “In Person Assisters” in 2014. These individuals worked tirelessly during the year to help answer questions and enroll or re-enroll patients in available insurance programs. Together we assisted **11,740** individuals and were able to help **7,148** obtain or maintain coverage. Many of these individuals have deferred care for years, worrying about the cost implications of conditions that are easily remedied with modern medicine. We have included some of their stories in this report.

During 2014 the Board of Directors developed a new Vision and Strategic Plan for CVCH. It begins with the statement that “We believe in the relentless pursuit of excellence.” That statement has galvanized our resolve to be the very best.

We recognize that excellence extends beyond competence. Excellence includes the entire experience for every patient, from their first contact on the telephone to the statement that arrives in the mail weeks after their visit. We have adopted new initiatives aimed at improving every interaction with every patient. Our goal is to lower anxiety levels and increase confidence with each interaction resulting with increased patient satisfaction. Our patients have responded with a 30% increase in Overall Patient Satisfaction, and we feel that we are just getting started.



Patrick Bucknum C.E.O.

As we continue to meet the growing needs of our aging population, we know that the health of our communities, as well as our nation, hinges on our collective ability to improve overall health while simultaneously reducing total costs of care. We know that the key to improved health lies with each individual and his or her access to comprehensive primary care services. That is why we are here.



Patrick A. Bucknum, C.E.O.



Our Mission

*Providing access to
improved health and
wellness with compassion
and respect for all*

Our Vision

*We believe in the relentless
pursuit of excellence.
Our vision is to be the
regional leader in providing
a high quality, sustainable
Healthcare Home in a
teaching, growing environment.*

Board of Directors

*Joanne Hill, President
Joan Alway, Vice-President
Kristina Stepper, Secretary
Rich Watson, Treasurer
Irene Bazan
Ruth Cabrera de Alpire
Douglas Head
Loly Larson
Robert Scott, Jr.
Teresa Zepeda*

COMMUNITY

Primary Care Medical Home

We strive to be the health care home of choice for families in North Central Washington. We are dedicated to providing the highest quality of care to our patients. Our Joint Commission accreditation status as a Primary Care Medical Home stands as testimony to this charge.



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Columbia Valley Community Health

Enrollment Success

In 2011, Washington became one of the first states to move forward with a state-run health insurance marketplace, as envisioned by the Affordable Care Act. In 2013, CVCH identified a need to help those within our communities navigate and understand open enrollment into our state's Health Benefit Exchange. Our member services department trained, became certified, and answered the call to become a key player in this process for thousands of individuals throughout North Central Washington.



In 2014, the CVCH Member Services Team:

Assisted **11,740** people

Submitted **3,068** applications

Enrolled **3,715** people into Medicaid (Apple Health)

Enrolled **893** people into a Qualified Health Plan

Re-enrolled **2,501** people into Medicaid

Re-enrolled **39** people into a Qualified Health Plan

Total enrolled and renewed in 2014 = **7,148**

“The staff treats me with respect, shows a good bedside manner and has been so understanding. Dr. Olson is knowledgeable about my disease, is caring and empathetic. He has helped me save my pregnancy.”

Express Care Clinic Patient

*East Wenatchee
Provider: Dr. Eric Olson*

Enrollment Success Stories

The Happy Weeper

A patient came into my office to sign up for health insurance. I introduced myself and explained that I could help her with enrollment.

She mentioned that she had been thinking of coming in for enrollment assistance for a long time. As I completed her application, she shared her many experiences over the past year, and I listened. I submitted the application and “Viola” she was approved for Apple Health. I was not expecting the reaction I received. She started weeping, loud enough to capture the attention of my coworkers nearby. She was so happy to have coverage and thanked me way too many times. I explained that I was just doing my job and that it was a great benefit from the State of Washington.

I should have anticipated the same reaction when I told her she would have prescription and dental coverage free of charge. The weeping started all over again! She was so happy that she was being helped by Apple Health. While it took a while to calm her down, it was all worth it – hearing a joyful cry that gives you the feeling of really making a difference.

Hilario “Josue” Figueroa, *Member Services*
Wenatchee, November 2014



Affordable Care for All

When enrollment opened, I applied for benefits for myself and my family. I am so grateful to have affordable health care for my two sons, who are both in college. Recently, I was discussing current events with an acquaintance who was very upset about “Obamacare”. He said that the new laws were only helping a few people, and were a waste of taxpayer money. I shared with him that I worked at CVCH and that we had already signed up over 7,000 people, including my family. I also let him know that CVCH has been serving people without insurance for years. He was surprised and asked me several questions about where we were located, what kind of services we had, and how the new insurance plans work.

I believe it is important to help others understand that affordable care is a positive step for our community and our country. Starting this dialogue can be the beginning to opening minds to the services and benefits of affordable care.

Sally Taylor
Health Information Services
Wenatchee, May 2014

EXPERIENCE

CVCH adopted a new way to improve the patient experience, and the response has been amazing! We have learned that our communication efforts, or lack thereof, can actually increase a patient's level of anxiety. In early 2014, we trained all of our leaders and every employee at CVCH on a better way to communicate with every patient at every step in their care. We saw an immediate increase in overall patient satisfaction due to this change.

Patient Satisfaction Results

In 2014, our overall patient satisfaction scores realized a 30% increase across all clinical sites.



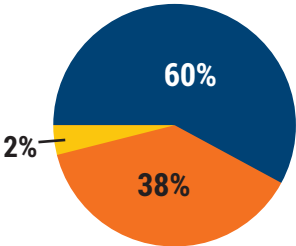
“I was impressed with the great improvement on my wait time. In the past, after being seen by the nurse it took a long time to be seen by the doctor. Not this time – it was really nice!

Wenatchee Medical Patient
Wenatchee
Provider: Dr. Carmi Hendrick

Patient Demographics

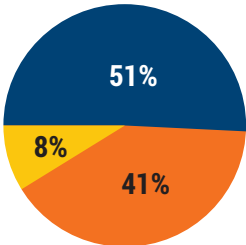
Patient Diversity

- Hispanic/Latino
- White/Caucasian
- Other



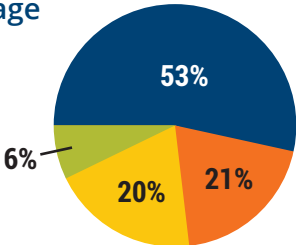
Patient Income by Federal Poverty Level

- 1 – 100%
- 101 – 200%
- Over 200%



Type of Insurance Coverage

- Medicaid
- Private
- Uninsured
- Medicare



GROWTH

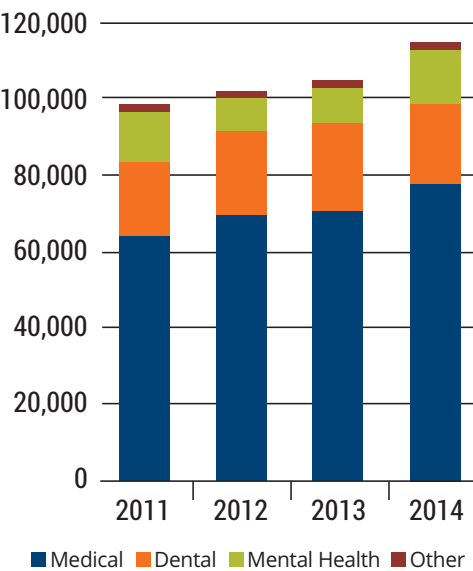
As the demand for our services continues to grow, we remain committed to keeping pace with the needs of our communities. Access to affordable primary care services is a core principle at CVCH, and a key word in our mission statement.



2014 Patients Served

Medical	22,562
Dental	7,515
Mental Health	2,092
Total Patients Served	25,957

2014 Patient Visits



2014 Patient Totals

25,957
Total patients served

10,676
Total migrant/seasonal

9,512
Patients best served in language other than English

113,790
Total patient visits

QUALITY

Every day our providers and staff work to improve the health and wellness of our communities. We treat a diverse patient population who present with varied and complicated needs in multiple languages. We meet each need with sensitivity, compassion and respect.

In 2014 we:

- Provided comprehensive prenatal care to **678** expectant mothers
- Cared for **638** homeless individuals
- Provided **1,919** Pap tests
- Immunized **3,420** children
- Provided **3,625** flu vaccinations
- Treated **2,853** dental emergencies
- Provided **6,942** fluoride treatments

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Columbia Valley Community Health



“I arrived at CVCH needing emergency treatment. My finger was swollen and I was in great pain. Even though there were no appointments available, the staff found a way to open a spot for me. I felt I was treated really well and staff was very courteous. I have recommended this health center to all my friends. They did an outstanding job with me.”

Diabetes & Nutrition Program Patient

Wenatchee

Provider: Mary Zornes, ARNP

SUSTAINABILITY

There is a critical shortage of primary care physicians willing to work in rural communities. After hearing our requirements for physicians (primary care, willing to serve the underserved, willing to take call, willing to deliver babies), a physician recruitment firm estimated that out of the 200,000 primary care physicians working in the US, **only 70 per year** might be available for us to recruit. That is a VERY small pool.

Against these long odds, we have worked diligently to find passionate physicians with values like ours who want to do important work in an area where others come to play. We have worked with two recruiting firms, attended recruitment events, advertised broadly, and sent doctors back to their training programs to recruit for Columbia Valley Community Health. We continue to have high school students, college pre-meds, medical school students, and residents in rotation with us in the hopes we can plant the seeds of future careers with CVCH. In 2014, we interviewed five candidates, resulting in four offers with one signed and one pending (as of date of publication).

Equally strenuous efforts have been exerted to retain our existing physician work force, including a salary increase and a drastic reduction in the volume of hospital work for which our physicians are responsible. The only reliable long-term strategy to recruit and retain high quality primary care physicians into North Central Washington is to train these physicians ourselves.

Dr. Malcolm Butler
CVCH Medical Director



WORKFORCE

Is this 'la clinica chiquita'?

Connecting patients to the coverage they need, even when they are afraid to ask

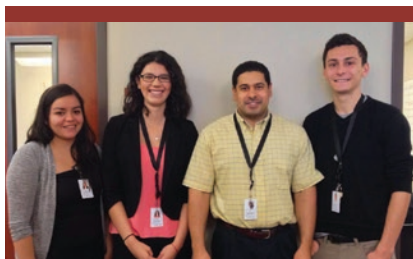
I was helping a man and his wife complete their application for insurance. They were in their late fifties and had been living in the valley for a little over a year making a modest living working at one of the local warehouses. The couple was approved for Apple Health and as I explained their new benefits, they were ecstatic to know they were receiving all of this help through the state, since enrolling through their work was very expensive.

I asked if they had any additional questions. He asked about our sliding fee payment scale. I told him he didn't need that because his insurance would cover everything. He said it wasn't for him. He had two grandchildren who had been living with him for a few months. His daughter, a single mother, had passed away recently and the children had no other family, so he took them in as his own. The children had lived in Mexico but he was able to get them a visa to come to the US while he worked on the application for their residency. He was very concerned that he and his wife would have a hard time raising small children at their age.

The children had not yet seen a doctor, but grandpa understood how important it was that young children receive regular medical care. Again, he was worried that he may not be able to afford this care. Some of his co-workers had told him that since his grandchildren weren't citizens, they would not be eligible for insurance. I explained that the children **were eligible** for the insurance regardless of their residency status. We were able to get them all enrolled that day and even got a previous visit to the ER for one of the kids covered! They thanked me multiple times and I even got a hug. I let the couple know I had just done my job by filling out the application and that this was a great program the state offered.

I still see him around the clinic now that his entire family has established care at CVCH. He always stops in to say hi and thank me for helping his family.

Maria Arroyo, Member Services
Wenatchee, December 2014



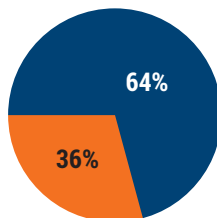
HELPING HANDS

In 2014, 292 individuals received assistance from the Helping Hands fund. In the last four years alone, this employee-driven fund has helped 569 of our neediest patients receive the medical, behavioral, and dental services they most need.

This year, the Helping Hands fund received a very significant contribution from two community philanthropists. We acknowledge these benefactors for their generosity and commitment to building healthy communities. On behalf of Columbia Valley Community Health, and the patients we serve, thank you.

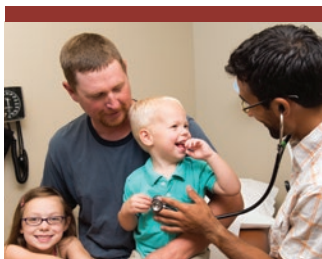
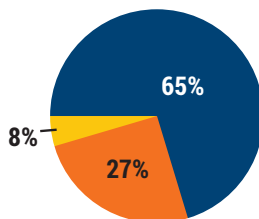
Helping Hands Fund Revenue by Source

- CVCH Staff Contributions
- General Contributions



Helping Hands Fund Expense by Type

- Patient Care Cost
- Medication
- Patient Supplies



We serve a wonderful patient here – we'll call her Sarah. Sarah is beautiful, in her early 20s, and confined to a wheelchair due to Spina Bifida (a developmental congenital disorder). She has been a patient of CVCH her entire life, and I've been providing care to her for 2 years.

Sarah is a recipient of the Helping Hands program. She is not eligible for health insurance or other important benefits. The financial expenses to meet her special medical needs each month are more than her household earns. Because of this, Sarah was reusing her catheters, which lead to infections and even more complications in a young life already encumbered. Thankfully, the Helping Hands committee granted Sarah the necessary funding to ensure that she always has new, clean catheters. Her health and overall quality of life has improved because of this assistance.

I am so proud to work at an organization where the majority of its employees donate money out of their paychecks to make sure that patients like Sarah – who they'll probably never meet – can have basic necessities and restored dignity.

Jill Seamster, RN
CVCH Wenatchee

600 Orondo Ave, Suite 1, Wenatchee, WA 98801
Phone: 509-662-6000 Or: 800-288-7649

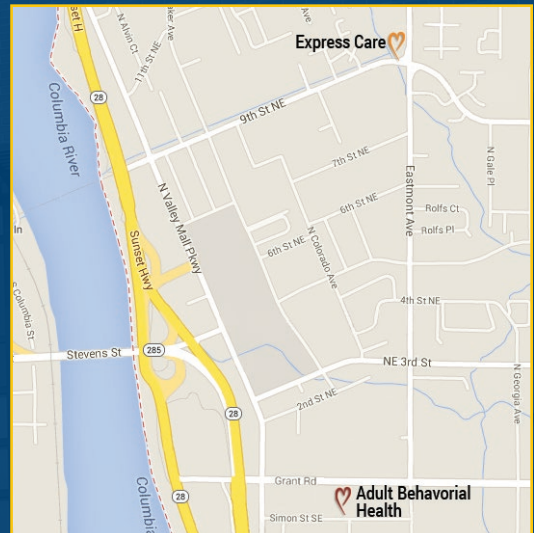
501 Idaho St, Wenatchee, WA 98801
Phone: 509-664-3771

504 Orondo Ave, Wenatchee, WA 98801
Phone: 509-662-4296



900 Eastmont Ave, East Wenatchee, WA 98802
Phone: 509-884-9000

230 Grant Rd, Suite 25A, East Wenatchee, WA 98802
Phone: 509-884-9040



317 E Johnson, Chelan, WA 98816
Phone: 509-682-6000

317 E Johnson, Chelan, WA 98816
Phone: 509-682-2120

