

2017

YEAR IN REVIEW





Our mission is to provide access to improved health and wellness with compassion and respect for all. Our vision is to be the regional leader in providing a high quality, sustainable Healthcare Home in a teaching, growing environment.

BOARD OF DIRECTORS

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Manuel Navarro, Vice President of Operations
Dr. Michael Han, Dental Director
Blake Edwards, Behavioral Services Director

Dr. Jennifer Snyder meets with patients in Chelan.

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FROM THE CEO

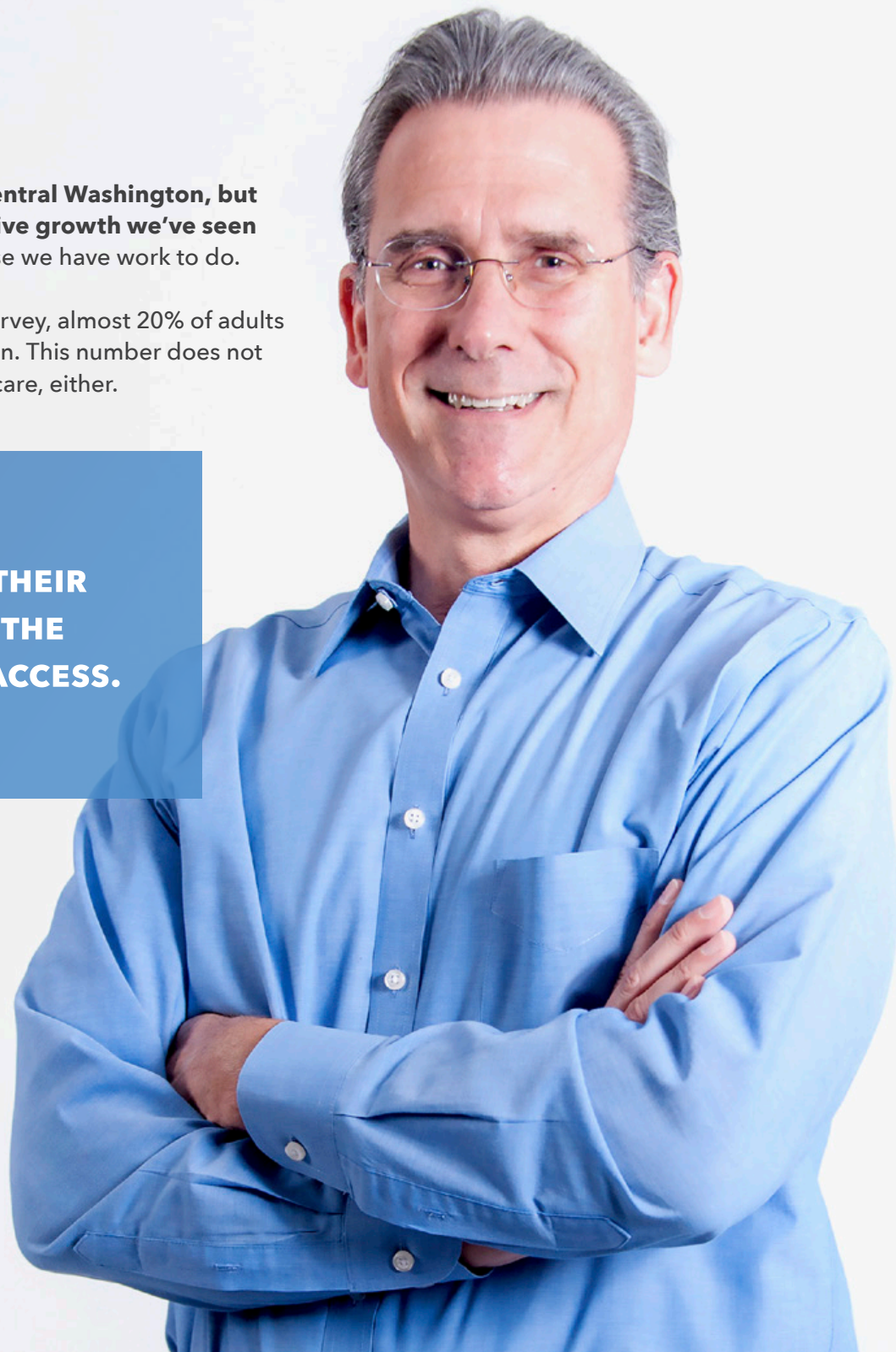
CVCH has long been a leading healthcare provider in North Central Washington, but right now, we are uniquely poised for some of the most effective growth we've seen as an organization. I'm proud, I'm grateful, and I'm ready—because we have work to do.

According to the most recent Health District Needs Assessment Survey, almost 20% of adults in Chelan and Douglas County do not have a Primary Care Physician. This number does not account for young children who aren't connected to quality healthcare, either.

**PEOPLE ARE COMPLICATED, AND THEIR
LIVES ARE UNIQUE, BUT ONE OF THE
RESOUNDING THEMES WE HEAR IS ACCESS.**

And when the community speaks, CVCH listens. Access has become a driving force – a significant litmus test for the viability of new programs, and the expansion of existing ones.

On the next page you'll read about some of the doors we opened in 2017, that I feel are particularly representative of CVCH's commitment to improving access to health and wellness.



1

MEETING PATIENTS WHERE THEY ARE

We've long been reaching out to seasonal farmworkers (it was the genesis of CVCH over 40 years ago) and we steadfastly continue these efforts today, with an on-site clinical presence at over 10 migratory labor camps. The CVCH Behavioral Health Team has been in the local school system for some time, as well, forging important relationships, and caring for kids in need. **Their efforts paved the way for an expansion of services for school-age children, with the establishment of our first-ever, school-based medical clinic at Lincoln Elementary in 2017.** A growing number of school districts, including Eastmont, Chelan, Manson and Entiat have expressed interest in similar school-based models. School is where kids are, and we are excited to meet them there—improving their health and well-being, and making it easier for them to succeed in every area of their lives.

2

ADDRESSING THE PROVIDER SHORTAGE

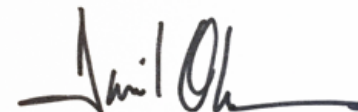
Our area has community, natural beauty, and opportunity, but what we don't have are enough physicians to treat our expanding population. CVCH has been working diligently to address the access issue this creates. **In 2017, our collaborative efforts paid off – the University of Washington Family Medicine Residency-Chelan Rural Training Program was officially accredited, with rollout slated for 2018-2019.** The core program is based in Seattle, where 24 residents are educated on an ongoing basis in the nation's #1 ranked University of Washington Department of Family Medicine. The Chelan Rural Training Program residents will spend their first year in Seattle receiving excellent training in core clinical skills for family medicine, inpatient medicine, ICU care, high risk OB, and trauma-based emergency room care. They will then move to Chelan, where they will join CVCH at our new, state-of-the-art facility. Residents will gain real-world skills in a rural setting with the support of an experienced team, and our patients will gain access to some of the brightest new minds in medicine. Thank you to Dr. Keri Bergeson, Mike Romine, Dr. Malcolm Butler and everyone on our team for dreaming big, and delivering.

3

REACHING OUT TO SERVE

Outreach continues to be a focal point of what we do, and in 2017, our skilled, energetic, and all-around awesome Outreach Team was involved in or led more events than ever before. From expanding clinics in migrant camps, to being an integral part of health fairs, to hosting our Back to School Health Fair, or first-ever Senior Fair, our staff stepped up and created opportunities to connect. Making personal connections is an incredibly important part of creating access, because people simply won't show up anywhere (much less a doctor's office) when they don't feel welcome or understood. **CVCH cares about our patients and their families in a way that goes far beyond their basic health, and we will keep putting the right people in place to serve, just like we have for the last 40 years.** Providing access to better health is our mission, and builds bridges like nothing I've ever seen.

– David Olson, CEO



COMMUNITY

Health is at the heart of community, and that is where you'll find CVCH. For over 40 years, we have worked to identify gaps in access to vital healthcare services, and implemented strategic improvements that connect more local residents to needed Medical, Dental and Behavioral Health services. **In 2015, CVCH identified an urgent need for improved access to dental care for low-income adults in our area. Just two short years later, with support from Washington State's Apple Health program and federal grant funding, our dental service expansion was in full swing.**

Our skilled team of 7 dentists, 6 hygienists, 25 assistants/techs and 7 support staff were prepared for double-digit increases, and rose to the challenge. **We witnessed an almost 23% increase in dental patients over the last year, going from 8,481 in 2016, to 10,969 in 2017.**

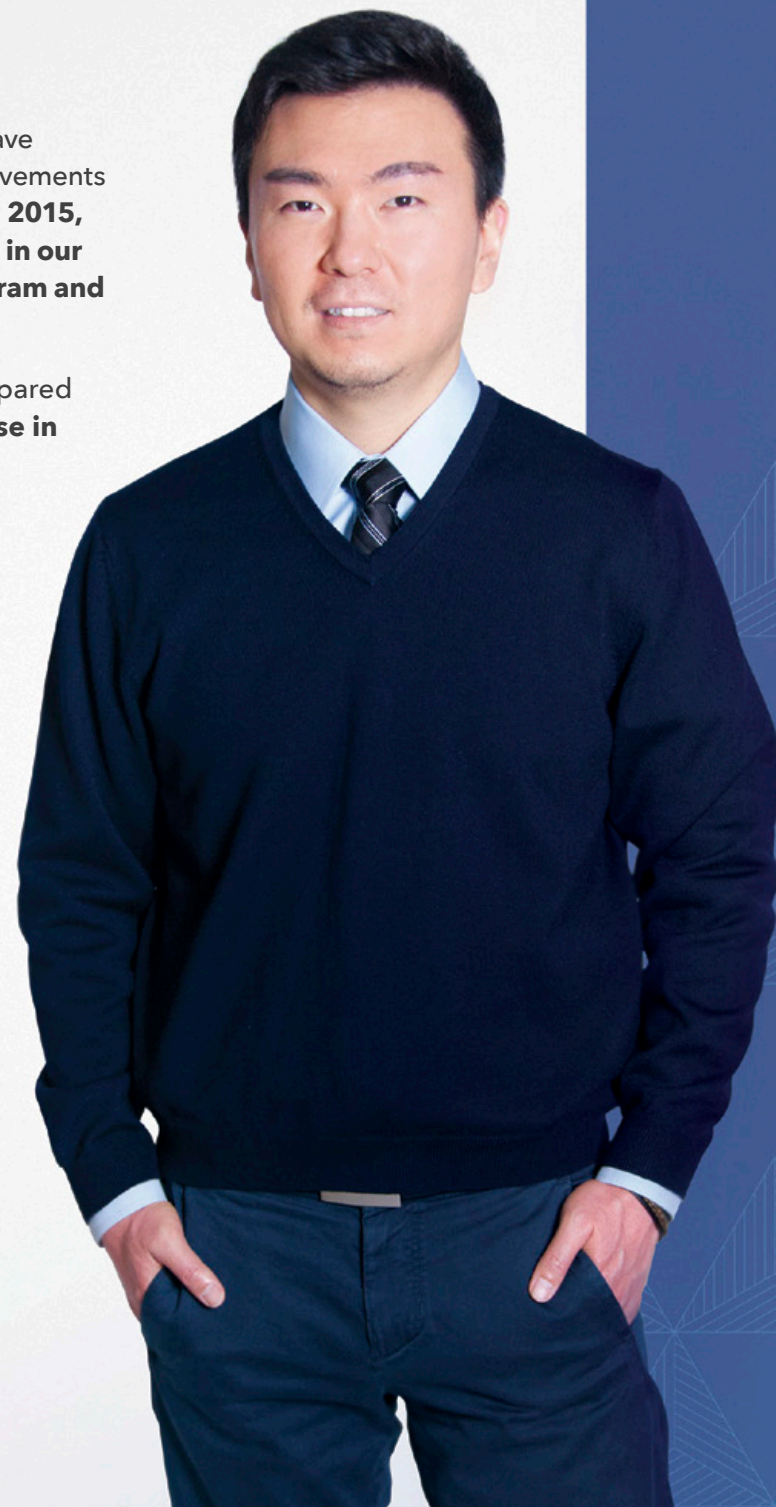
CVCH Dental is committed to quality dental care for all and is actively working to decrease barriers to care. Our highly-trained team utilizes the latest materials and technology, and is proud to offer our patients unparalleled dental care in comfortable, state-of-the-art facilities in Wenatchee and Chelan.

– Dr. Michael Han, Dental Director

REACHING PATIENTS BEYOND OUR WALLS

CVCH is committed to reaching out to patients. At the close of 2017, we were actively working in several off-site locations, including:

- Launching a school-based medical clinic at Lincoln Elementary School
- Offering Behavioral Health services in 24 local schools
- Providing 1,055 school-based dental outreach exams (instruction, screenings, and fluoride)
- Serving 10 migratory labor camps with on-site clinical visits
- Visiting fruit packing sheds, orchards, parks and other public venues every two weeks to provide information on insurance options, our sliding fee scale, and CVCH locations



2017

TOTAL PATIENTS SERVED

Medical	23,451
Dental	10,969
Behavioral Health	2,460

SPECIAL POPULATIONS SERVED

Migratory Workers	2,487
Seasonal Workers	6,445
Homeless	644
Veterans	265

PATIENT DIVERSITY

Hispanic/Latino	52%
White/Caucasian	43%
Other	5%

PATIENT INCOME BY FEDERAL POVERTY LEVEL

1 - 100% FPL	53%	Up to \$24,600 per year for a family of 4
101 - 200% FPL	37%	\$24,600-\$49,200 per year for a family of 4
Over 201% FPL	10%	Over \$49,200 per year for a family of 4

TYPE OF INSURANCE COVERAGE

Medicaid	54%
Commercial	23%
Uninsured	17%
Medicare	6%

CVCH is a community hub, and continues to help patients navigate the complicated world of healthcare coverage. In 2017, CVCH assisted 6,032 individuals and families in applying for Medicaid or a Qualified Health Plan. CVCH has seen a 262% increase in patients with Medicaid insurance from 2013 to 2017.

YEAR	2013	2014	2015	2016	2017
PATIENTS WITH MEDICAID	5,930	10,369	11,466	11,565	15,532

PATIENT EXPERIENCE

PATIENTS ARE OUR PRIORITY

CVCH strives to create a safe environment for patients, and foster a trusting, therapeutic relationship. We actively solicit feedback, and our patients continually tell us that their top three priorities are:

- 1 **Quality of care/treatment**
- 2 **Clear explanations from providers**
- 3 **How well providers listen**

These metrics (we call them "the Big 3") guide how we monitor, manage and improve our care. In support of these top-tier objectives, CVCH prioritizes and tracks a wide variety of additional metrics that support positive healthcare experiences, including:

- Maintaining clean, comfortable, modern facilities
- Greeting all patients quickly and warmly upon arrival
- Keeping scheduled appointments and minimizing lobby wait time (as well as communicating projected wait times for our Express Care locations on facility signage and on our website)
- Communicating in languages other than English, when preferred
- Coordinating efficient Medical, Dental and Behavioral Health plans that maximize provider communication and minimize patients' financial and travel responsibilities
- Ensuring all staff and providers have access to clear, consistent training and direct channels for suggesting improvements
- Creating a workplace culture that engages and energizes staff (a third party survey in 2017 shows our staff engagement is higher than 95% of healthcare organizations across the country.)

COMMITTED TO EXCELLENCE

In 2017, 9 out of 10 patients rated our care as either "Good" or "Excellent". And for the last 5 years, we've seen impressive gains in the number of patients choosing "Excellent" to describe their care at CVCH.

YEAR	% RATING CARE EXCELLENT
2013	51.1%
2014	57.6%
2015	61.5%
2016	66.3%
2017	68.7%

Based on the correlation analysis from our patient surveys, **we believe that our strategic focus on the Big 3 relates directly to our continual increase in "Excellent" ratings.**

QUICK AND EASY SCHEDULING

Having a centralized Call Center is another way we show patients we value their time. For existing patients, there is an 80% likelihood that they will have a completed medical or dental appointment within three minutes of initiating the call, without needing to be transferred. That kind of efficiency really adds up. **Our knowledgeable, friendly Call Center team handled over 210,000 calls in 2017, and helped our providers maintain a full schedule 78% of the time.**



Mark Cook, Chelan

CVCH is different because of the attention you get, and how they make you feel comfortable. I've been to other places before, where they look at someone my age, and are like, "oh here we go..." but never at CVCH.



Joceylane Cardenas, Wenatchee

I came here to CVCH, after one of my friends referred me, and, they were like, "They're great!" When I came and met Dr. Joslin, she was just amazing. She connected with my son, and it meant so much to me.



Maria Carter, Wenatchee

I have been coming to CVCH for over 17 years, and am very thankful for this clinic. I feel a lot of respect. I feel like family when I come here. I'm not afraid when I come to visit my doctor. I'm not afraid to ask questions.



HEAR MORE ABOUT WHY THESE PATIENTS LOVE CVCH vimeo.com/cvch

GROWTH

CHELAN EXPANDS ITS REACH

In the fall of 2017, after a year-long construction process, CVCH's new 17,000 square foot clinic opened its doors in Chelan. By doubling the number of medical exam rooms from our previous location on Johnson Avenue, we estimate the ability to serve an additional 1,800 patients, helping to address critical deficiencies in the availability of integrated healthcare services in Chelan and surrounding areas.

The Chelan facility has been an amazing catalyst. The increase in services has been dramatic. We are now serving adult dental patients, WIC is open 5 days a week, we have added a third physician, and now have a full-time Behavioral Medicine and Behavioral Health Team. We are also moving toward a full-time teaching clinic, with a residency program and medical students performing rotations through our site. We are raising the bar together, and I'm extremely proud of our trajectory as an organization.

– Dr. Keri Bergeson, Chelan Medical Director



COLUMBIA PEDIATRICS JOINS CVCH

CVCH has long been dedicated to connecting with parents and providing kids with friendly, appropriate care. Columbia Pediatrics has shared this commitment for the last 30 years, operating an independent, physician-owned practice built on high-quality care and long-term patient relationships.

In 2017, plans were made to have Columbia Pediatrics join CVCH, and the merger has been a win-win since day one. CVCH is pleased to have increased stability and access to integrated care for Columbia Pediatrics, and is committed to honoring the character and reputation that helped build such a uniquely loyal patient base. Columbia Pediatrics remains in its location at 933 Red Apple Road. We are excited to move forward together, and reach more patients, early in life, with the comprehensive care and support they need.

Our older children have all been typically healthy; then we had Anthony and he has been medically complex. Over the years he has had all sorts of complications and developmental challenges, and Dr. Crawford and all of the doctors at Columbia Pediatrics have been so awesome. They are a big part of the reason Anthony is alive right now.

– Sarah Strang, East Wenatchee

ONES TO WATCH

Stay tuned for more news in 2018 about our growing midwifery program, as well as NewPath, CVCH's community-based substance abuse treatment program.



QUALITY

COMING TOGETHER FOR HEALTH

CVCH strives to know our patients as people, and works with them on their care plan to keep them healthy. Because no person or condition exists in a vacuum, our integrated approach to healthcare brings Medical, Dental, and Behavioral Health together in one Healthcare Home.

This approach allows our providers to coordinate closely to create high-quality, multifaceted treatment plans designed for whole patients, and whole families.

FULL-SERVICE PHARMACY SUPPORT

CVCH is backed by a full-service pharmacy at our 600 Orondo Avenue facility, which serves 70% of our patients. Our providers and pharmacists (and our all-bilingual pharmacy support staff) are fully integrated. The clinical pharmacist works closely with our medical providers, ensuring ready access to medication management and a safer, more efficient care environment.

CVCH dispensed over 80,000 prescriptions in 2017, and patients who met income guidelines often had access to substantially reduced medication costs.

**CVCH WAS THE FIRST ORGANIZATION IN
THE PACIFIC NORTHWEST TO ACHIEVE
THE JOINT COMMISSION'S PRIMARY
CARE MEDICAL HOME CERTIFICATION.**

A FOCUS ON PREVENTION

In 2017, as part of caring for 36,000 patients, we provided:

13,279 oral exams

8,533 fluoride treatments

6,434 tobacco use screenings,
with intervention and follow-up plans

5,957 obesity screenings,
with follow-up plans

5,328 depression screenings,
with follow-up plans

3,992 immunizations for children

3,699 cervical cancer screenings

3,060 flu vaccinations

2,112 colorectal cancer screenings

825 expectant mothers with
comprehensive prenatal care

681 mammograms

358 dental sealants



Daelyn Marlow, Wenatchee

I love the care I get at CVCH because they are personable, and they were able to diagnose me with an autoimmune disease that I was struggling with for several years. Other doctors were not able to diagnose me. It's really amazing to have a team pull together and come through for you. It's been so awesome to have everyone from dentistry to medical working together on my care.



Michelle Lain, East Wenatchee

I love CVCH because you are treated like a human, not a number. They take the time to get to know you, ask questions, they even ask about your personal life. It's just so much more hands on and friendly than anywhere else I have ever been. My first experience was with Lorena Boyd, and she was so sweet. She just took a lot of time to ask questions, and go through things, and dig a little deeper, and I enjoyed that.



HEAR MORE ABOUT WHY WE LOVE CVCH vimeo.com/cvch

SUSTAINABILITY

START WITH STABILITY

In 2017, CVCH achieved top quartile financial performance among all Federally Qualified Health Centers, as measured by Operating Margin and Days Cash on Hand.

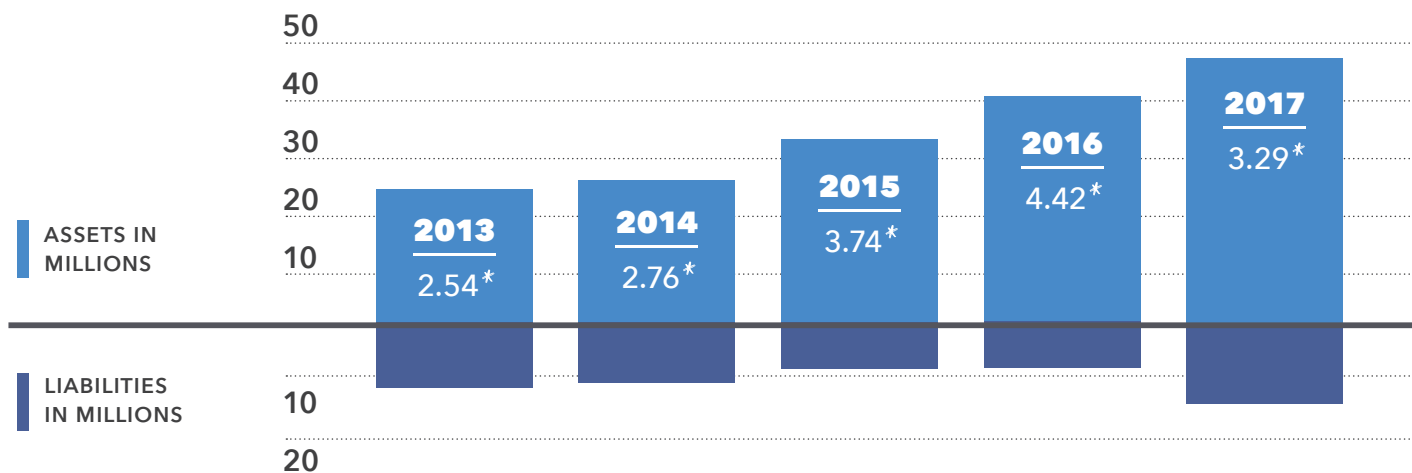
We are thoughtful stewards of our financial resources, carefully managing annual operating income to ensure it is sufficient to fund future capital expenditures and acquisitions.

CONTINUALLY INVESTING IN STAFF AND PROVIDERS

CVCH understands that by serving the most vulnerable in our communities, we are not only critical to the lives of our patients, we are also critical to the broader healthcare industry, because focusing on prevention and integrated care reduces costs for everyone. At the core of our ability to do this important work are the staff and providers that care for patients, day in and day out. There is no sustainability, no ability to innovate and adapt, without a highly-trained, engaged and specialized workforce.

To that end, CVCH actively leverages our cutting edge technology, modern facilities, and the beauty of our natural surroundings to recruit talented providers who are committed to delivering excellent, team-based care in an environment of compassion and respect.

5 YEAR FINANCIAL SNAPSHOT



* Ratio of assets to liability for year. CVCH operates on a April 1 - March 31 fiscal year.

NEW PROVIDER HIRES IN 2017

Family Medicine	9
Family Dental	11
Behavioral Services	8

Referral bonuses were given to current staff members for the successful recruitment of ten providers to CVCH.

YEAR	PATIENT VISITS
2017	119,132 !!
2016	107,302
2015	108,812
2014	112,117
2013	101,469

TOTAL PATIENT VISITS BY YEAR

**THERE IS NO SUSTAINABILITY,
NO ABILITY TO INNOVATE AND
ADAPT, WITHOUT A HIGHLY-
TRAINED, ENGAGED AND
SPECIALIZED WORKFORCE.**



5
YEARS

Brant Rasmussen
Lead Facilities Specialist

CVCH is about teamwork. Every job has value that contributes to our success, and our leadership truly cares about the welfare of their employees. The support and love I received when my wife, Martha, passed away was overwhelming. I'm blessed to be a part of CVCH.



10
YEARS

Elizabeth Cantu
Dental Assistant Lead

I love working at CVCH because I'm from this community. It's my opportunity to give back to families that are a lot like mine was growing up. I'm putting my skills and knowledge where it counts—helping people make healthy changes. We really make an impact, and it means a lot to me.



15
YEARS

Christine Klingel
Director of Pharmacy

CVCH is a great place to work because we truly believe that by taking care of our employees, we take better care of our patients. This people-first commitment is really evident in our growth. We are much larger now, but we have an even more connected feel than we did 15 years ago. We have a culture that works.



20
YEARS

Dr. Ken Shermer
Wenatchee Medical Director

I have worked at CVCH for two decades for many reasons, but the family atmosphere is a key component for me. We work hard, enjoy each other's company (and yes, sometimes disagree) but at the end of the day, we're a family, and the commitment is to our patients.



25
YEARS

Dr. Malcolm Butler
Chief Medical Officer

I'm thankful to have married the right person, settled in a rural area, and lived a life serving others. As soon as someone offers me a job which allows me to do more important work in a healthier place with better people, I will take that job. Nobody ever has, and I don't think they ever could.



29
YEARS

Carol Diede
Chief Operating Officer

I started working at CVCH because I wanted to help people. I've stayed (for almost 30 years!) because I found true purpose and inspiration. I'm proud to be part of a vital service to our community, and honored to get to work with some of the most amazing, mission-driven people I've ever met.

WORKFORCE

2017 EMPLOYEE ENGAGEMENT

CVCH has focused on practical, productive employee engagement efforts for the last 5 years.

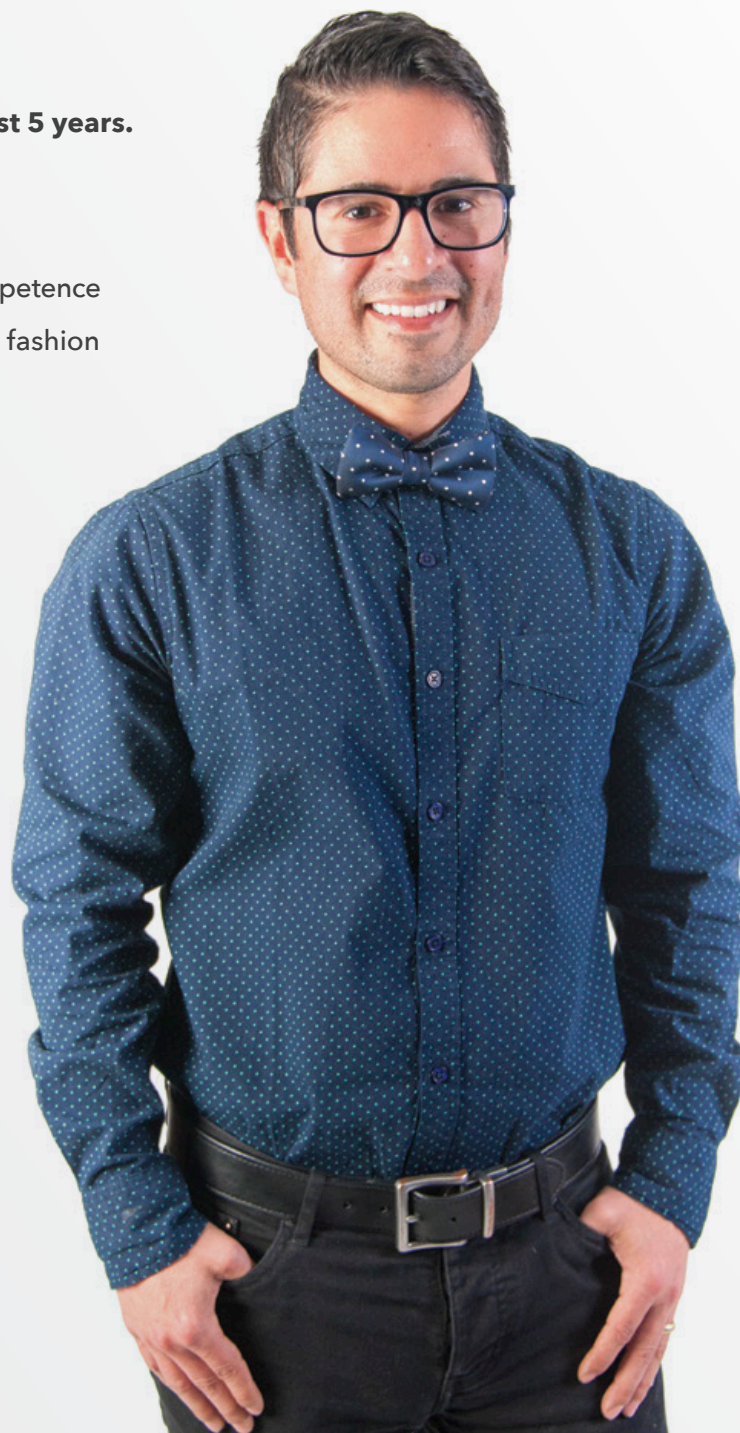
We have integrated engagement into several of our everyday processes, including:

- Having team leaders facilitate regular conversations on engagement
- Providing leaders with immediate, responsive support to help increase supervisory competence
- Utilizing electronic management systems to ensure all staff are trained in a consistent fashion
- Conducting peer team interviews to help hire the right person the first time
- Carefully reviewing all exit surveys to help guide improvements

And it's working! In 2017, our voluntary turnover rate was 12%, down from 14% in 2016, and 17% in 2015. And our **provider satisfaction rate increased 7 percentage points** over the last year, from 74% in 2016, to 81% in 2017.

My instinct and ambition to go above and beyond stems from different areas of my life. I know who I am, what I want out of life, and want to make the people most dear to my heart proud. It's why I fit at CVCH. I'm working with great people who share my drive, and thriving in the environment of opportunity available to me here.

– **Eddie Chaidez, Outreach and Enrollment Specialist**



OUR RATE OF STAFF ENGAGEMENT CONTINUES TO CLIMB.
ACCORDING TO A 2017 SURVEY BY SPERDUTO & ASSOCIATES,
**CVCH STAFF ARE MORE ENGAGED THAN 95% OF
HEALTHCARE ORGANIZATIONS** ACROSS THE COUNTRY.

#iheartcrch



Columbia Valley Community Health is a Federally Qualified Health Center that offers Medical, Dental, Behavioral Health, Midwifery, Pharmacy, WIC and Outreach Services to all residents of Chelan and Douglas Counties, and surrounding areas, regardless of ability to pay. We served over 36,000 patients last year between our eight locations in Wenatchee, East Wenatchee and Chelan and various on-site locations, such as Wenatchee Valley College and Lincoln Elementary School.

CVCH MAIN CAMPUS

Medical, Dental, Behavioral Medicine, Midwifery & Express Care
600 Orondo Ave, Wenatchee
509-662-6000 / 800-288-7649

WOMEN, INFANTS & CHILDREN (WIC)

502 Orondo Ave, Wenatchee
509-664-3771

CHILDREN'S BEHAVIORAL HEALTH

140 Easy Way, Wenatchee
509-662-4296

RIVERSIDE HEALTH CENTER

819 N Miller St. Suite 1-B, Wenatchee
(Moving to 600 Orondo Ave in October 2018)
Phone: 509-888-1924 or 800-288-7649

WENATCHEE VALLEY COLLEGE

1300 Fifth Street, Wenatchee
509-662-6000

CVCH EAST WENATCHEE MEDICAL CLINIC

900 Eastmont Ave, East Wenatchee
509-884-9000

ADULT BEHAVIORAL HEALTH

230 Grant Rd, Ste 25A, East Wenatchee
509-884-9040

CVCH CHELAN CAMPUS

Medical, Behavioral Health & Dental
105 South Apple Blossom Drive, Chelan
509-682-6000

CHELAN WIC (WOMEN, INFANTS & CHILDREN)

105 South Apple Blossom Drive, Chelan
509-682-2120

COLUMBIA PEDIATRICS

933 Red Apple Rd. Ste. C, Wenatchee
509-663-8767