

2018

REPORT TO OUR
COMMUNITIES





MISSION

Partnering to achieve optimal health and wellness with compassion and respect for all.

VISION

CVCH is a valued and sustainable community partner providing high quality, integrated, innovative and barrier-free health care. We practice and model healthful living and provide an environment where patients and employees feel inspired, welcomed, supported, and respected.

BOARD OF DIRECTORS

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Loly Larson, Secretary
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Dr. Malcolm Butler, Chief Medical Officer
Danielle Noell, Executive Director of Quality
Sarah Wilkinson, Human Resources Director
Blake Edwards, Behavioral Health Director
Dr. Jeffery Hinckley, Dental Director

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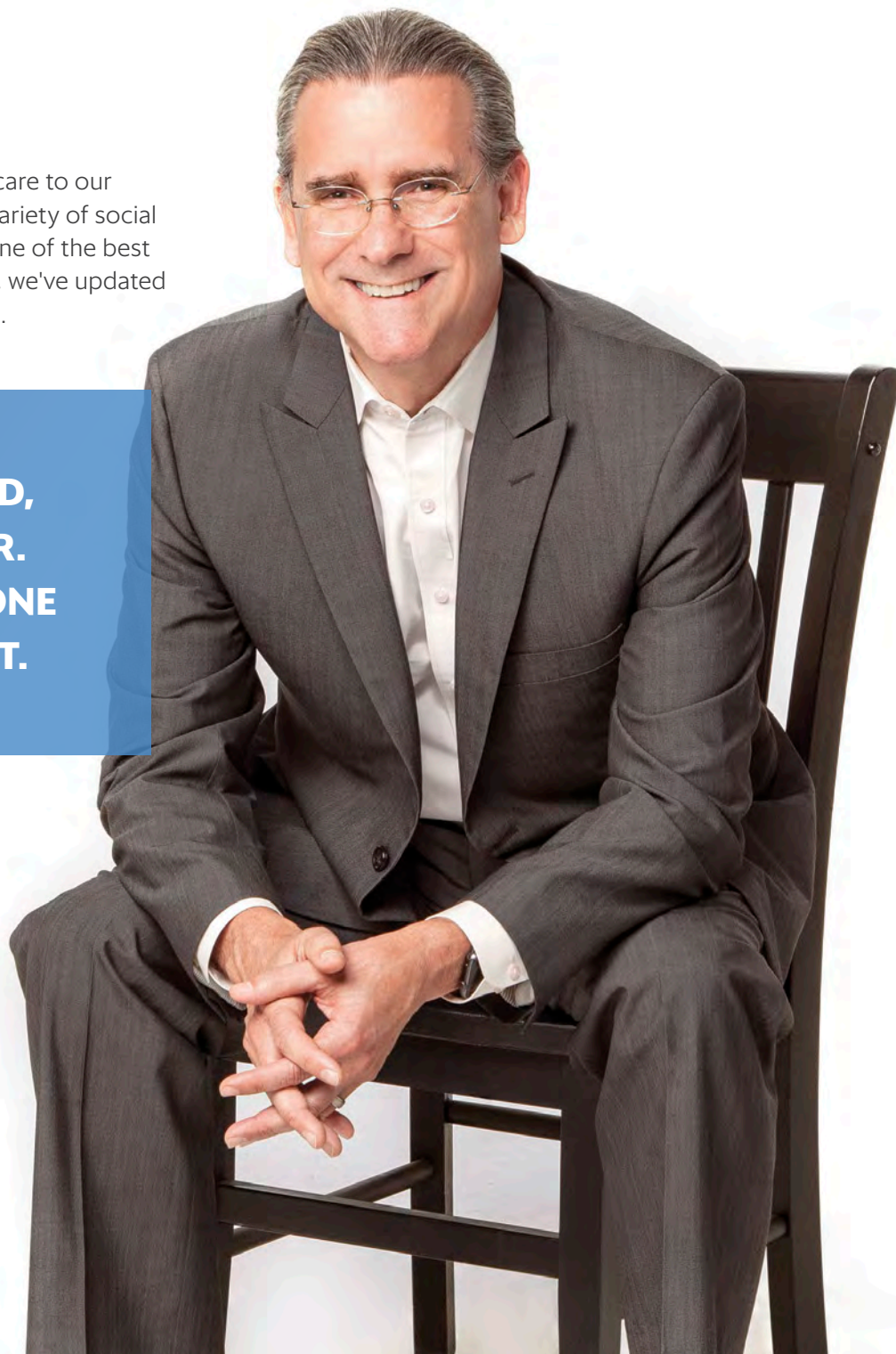
From the CEO

CVCH is proud to have a long history of successfully providing team-based care to our patients. A big part of our effectiveness is our willingness to partner with a variety of social service agencies and other health care providers—in our minds, it's simply one of the best ways to positively impact the most lives. As a reflection of this commitment, we've updated our mission statement to highlight the importance we place on partnerships.

**CVCH IS AN ENTHUSIASTIC, ENGAGED,
INNOVATIVE HEALTH CARE PARTNER.
TOGETHER, WE'RE GETTING MORE DONE
FOR THE PEOPLE WHO NEED IT MOST.**

CVCH strives to be a highly-valued community asset through both local and state relationships. Our leaders and providers serve on organizations that give back to our community, as well as participate in policy making at the federal, state, and regional level. It is important to us to give back, and this last year we humbly received the Civil Rights and Social Justice Award from the Advisory Council on Diversity, Equity & Inclusion, and the Partner of the Year Award from the Wenatchee Valley Museum & Cultural Center.

On the next page you'll read about just a few of the ways we serve our community through partnerships, and provide access to health and wellness with compassion and respect for all.



1**WELCOMING
COLUMBIA
PEDIATRICS**

Columbia Pediatrics, a medical practice with a reputation for providing high quality care and excellent service for over 30 years, joined CVCH at the beginning of 2018. Given the challenges of recruiting new providers to a small, independent practice, the physicians at Columbia Pediatrics were eager to join CVCH. Now, over 5,000 Columbia Pediatrics patients have seamless access to a wider range of services, including behavioral health, pharmacy and family dental services. It has been an honor for CVCH to collaborate with the providers and employees of Columbia Pediatrics as we work together to better serve our patients.

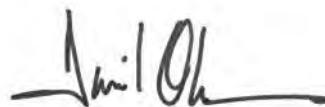
2**PARTNERING
WITH CATHOLIC
CHARITIES**

To make our services more accessible to new patients, CVCH looked for opportunities to partner with organizations that offer behavioral health services that we do not provide. Catholic Charities, a highly respected organization, entered a joint venture with CVCH this year allowing us to develop a medical clinic at their location. Both organizations saw the advantages of providing more of the members of our community with comprehensive primary care in a setting where they were already comfortable. In the short time that we have been operating our new clinic, we have seen significant improvements in patient outcomes and an increase in the patients we serve.

3**REACHING
OUT WITH A
MOBILE CLINIC**

The staff and providers at CVCH know how much location matters. For various communities and special populations within Chelan and Douglas counties, lack of transportation and geographic realities make it difficult for some people to come one mile, much less 20-30 miles, when seeking care. To break down these barriers, CVCH is investing approximately \$500,000 in the design and operation of a mobile, self-contained and accessible clinic: CVCH Connect. This traveling clinic will be set up at multiple locations such as outlying communities, migrant farmworker camps, businesses, schools and regional food banks. The design and construction of CVCH Connect is well underway, and will be operational before the end of 2019.

None of our partnerships would be possible without our employees. I've said it before, and I'll say it again—we are fortunate beyond measure to have such dedication, passion and commitment among our staff and providers. It's our culture, and it's our commitment, and we'll keep partnering to break down barriers to health and wellness for years to come.



David Olson, CEO

Community

COMING TOGETHER FOR COMMUNITY

CVCH and Catholic Charities began partnering in the summer of 2018 to build an integrated patient care model, as there was a huge need for primary care services within the behavioral health care setting at Catholic Charities. By joining forces, we are breaking down barriers for patients with significant behavioral health illnesses, who also often have complex medical problems and limited capacity to advocate for the care they need. Separate physical and behavioral health systems can lead to fragmented care, poor health outcomes, higher health care costs and duplication of services. The coordination of mental health, substance abuse, and primary care services, in one setting, produces the best outcomes for patients. We are one of the very first organizations to create and implement this model of clinical care and have been very pleased with our patient outcomes thus far.

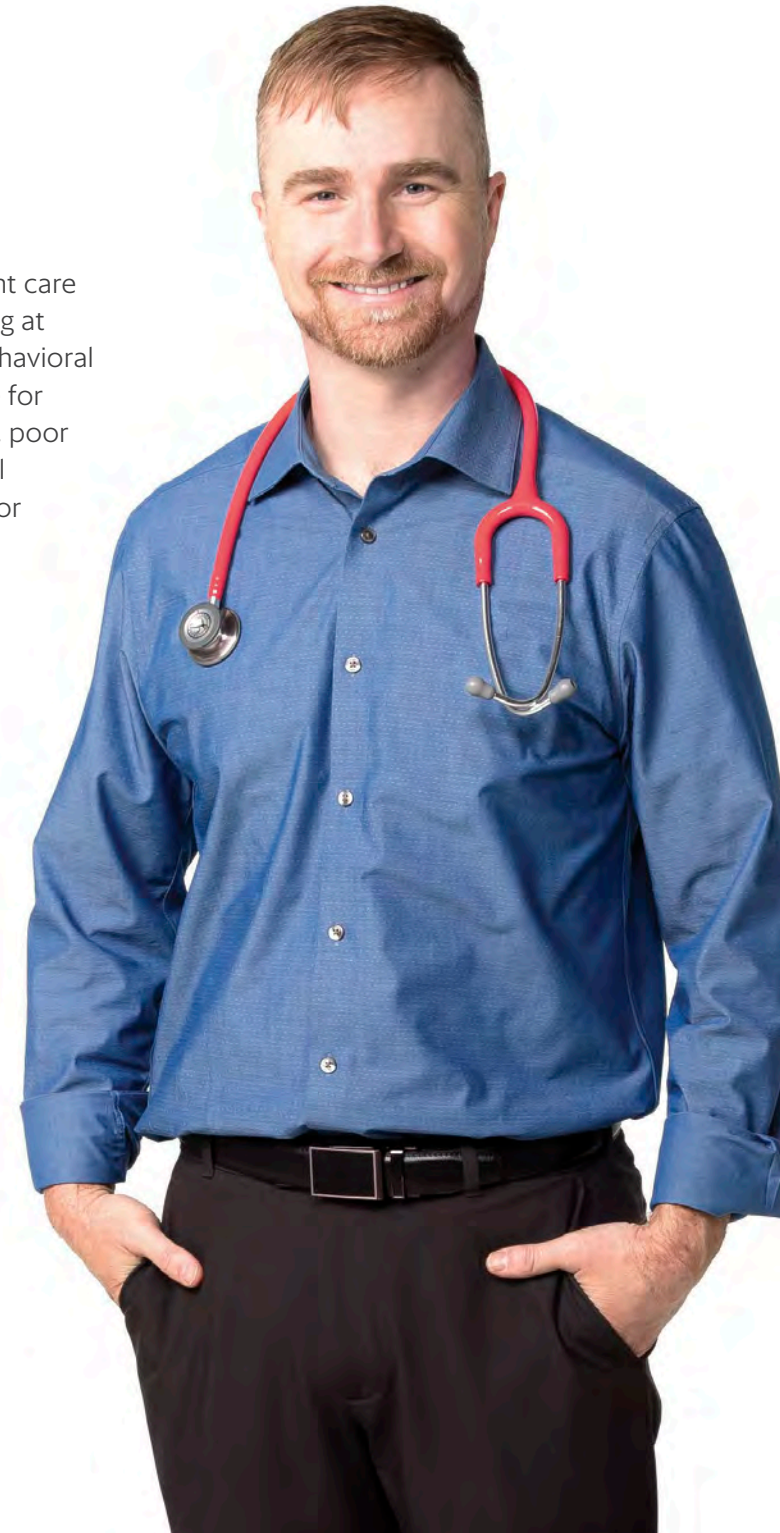
Many of these folks simply can't fit in to the traditional care model. They have cycled through multiple providers trying to get their needs met, and haven't succeeded, and not for lack of effort. So, when they feel that sense of belonging, they are profoundly grateful.

— Casey Wyatt, PA-C

REACHING PATIENTS BEYOND OUR WALLS

CVCH is committed to meeting our patients where they are. At the close of 2018, we were actively working in several off-site locations, including:

- Launching a medical clinic at Catholic Charities and laying groundwork for CVCH Connect
- Offering behavioral health services in 21 local schools
- Providing 1,757 school-based dental outreach exams (instruction, screenings, and fluoride)
- Serving 13 migratory labor camps and three fruit packing sheds with on-site clinical visits
- Visiting orchards, parks and other public venues to provide information on insurance options, our sliding fee scale, and CVCH locations



2018

PATIENT DEMOGRAPHICS

INDIVIDUAL PATIENTS SERVED

Medical	30,092 (+28% from 2017)
Dental	12,185 (+11% from 2017)
Behavioral Health	3,030 (+23% from 2017)

SPECIAL POPULATIONS SERVED

Migratory Workers	2,824
Seasonal Workers	7,385
Homeless Patients	600
Veterans	345

PATIENT DIVERSITY

Hispanic/Latino	48%
White/Caucasian	47%
Other	5%

PATIENT INCOME BY FEDERAL POVERTY LEVEL

1 – 100% FPL	22,200 patients	Up to \$25,100 per year for a family of 4
101 – 200% FPL	9,967 patients	\$25,100-\$50,200 per year for a family of 4

TYPE OF INSURANCE COVERAGE

Medicaid	51%
Commercial	27%
Uninsured	17%
Medicare	6%

PATIENTS WITH MEDICAID	2014	2015	2016	2017	2018
	10,369	11,466	11,565	15,532	18,000 (+74% from 2014)

COMMUNITY SURVEY RESULTS

It is important to us that our community knows we are here to serve everyone. One way we gauge how we are doing is by performing a community survey. In our most recent survey, 84% of respondents rated CVCH as being committed to improving the health of our community. This was up almost 30% from the previous survey, and is a direct result of our commitment to delivering great care.

Patient Experience

OUR CULTURE IS CARING

Patient experience is deeply linked to caring—caring about our patients and caring about our staff. CVCH is committed to cultivating an environment that encourages high patient engagement and high staff engagement. We have found that when our staff are engaged, their enthusiasm is contagious, and patient outcomes improve dramatically. And while all employees can make a positive impact on a patient's experience, the time spent face to face with their provider is what our patients say matters most. Knowing this, we are committed to making that time as meaningful as it can be. Most everything we do is designed to enhance the time a patient has with their provider.


The bottom line is, we care. We care for each other, and we care for our patients. Our primary product, the value we add, is a trusting therapeutic relationship—and it shows in all the small things we do that add up to make a big impact, including:

- Investing in infrastructure, technology and our staff
- Resisting shortcuts and going the extra mile
- Maintaining clean, comfortable, modern facilities
- Keeping scheduled appointments and minimizing lobby wait time
- Offering a wheelchair, or bringing lab staff to the patient if walking is hard
- Communicating in languages other than English, when preferred
- Staying late to call patients with results
- Being diligent about washing our hands 50 times a day
- Ensuring all staff have access to the latest training and a voice for suggesting improvements

COMMITTED TO EXCELLENCE

The pursuit of excellence is a thousand small choices, every day, to do the right thing. Our culture of excellence is providing great experiences for our patients.

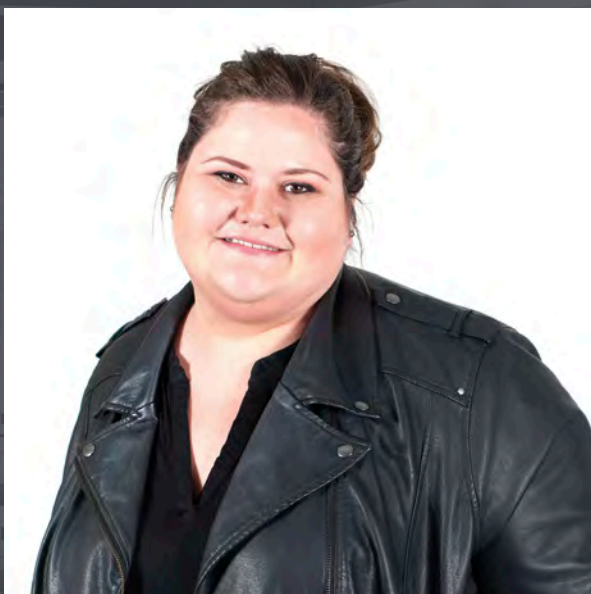
In 2018, 98% of patients rated our care as either "good" or "excellent"—this was up 8% from 2017. For the last 6 years, we've seen impressive gains in the number of patients choosing "excellent" to describe their care at CVCH.



YEAR	% RATING CARE EXCELLENT
2014	58 %
2015	62 %
2016	66 %
2017	69 %
2018	71 %

COMPLETE & CONVENIENT CARE

CVCH provides team-based primary care. Our primary care team includes medical providers, behavioral health providers, dentists, pharmacists and midwives, all of whom are available to every patient. Last year we brought our Riverside Midwifery team to our 600 Orondo location. We are now able to pull colleagues from other disciplines such as family medicine, pediatrics, and behavioral health into a midwifery visit when a non-pregnancy issue is encountered. This helps our patients establish a trusting relationship with a new provider and gets them the care they need more rapidly. This is just one more way we sweat the small stuff—so our patients don't have to.



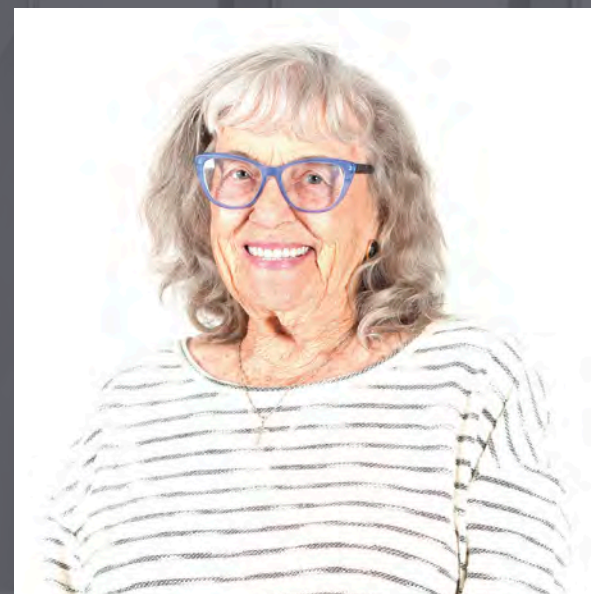
TASHEENA CHRISTENSEN, CHELAN

CVCH is different than any other clinic I have ever been to. The level of medical care, genuine concern and follow up that my family and I have experienced has been excellent. When I am at CVCH, it feels like family.



PATRICIA DELGADO, WENATCHEE

I would recommend that people come to CVCH for their dental care. The staff is very professional and gentle. After my new dental work, I feel like I can smile again. Thank you Dr. Steadman, I couldn't be happier.



THELMA SONNEY, WENATCHEE

I have been coming to CVCH for over 30 years, and everything about this clinic is both convenient and pleasant. My medical provider is thorough, but not intrusive, and gives me the very best of care.

Growth

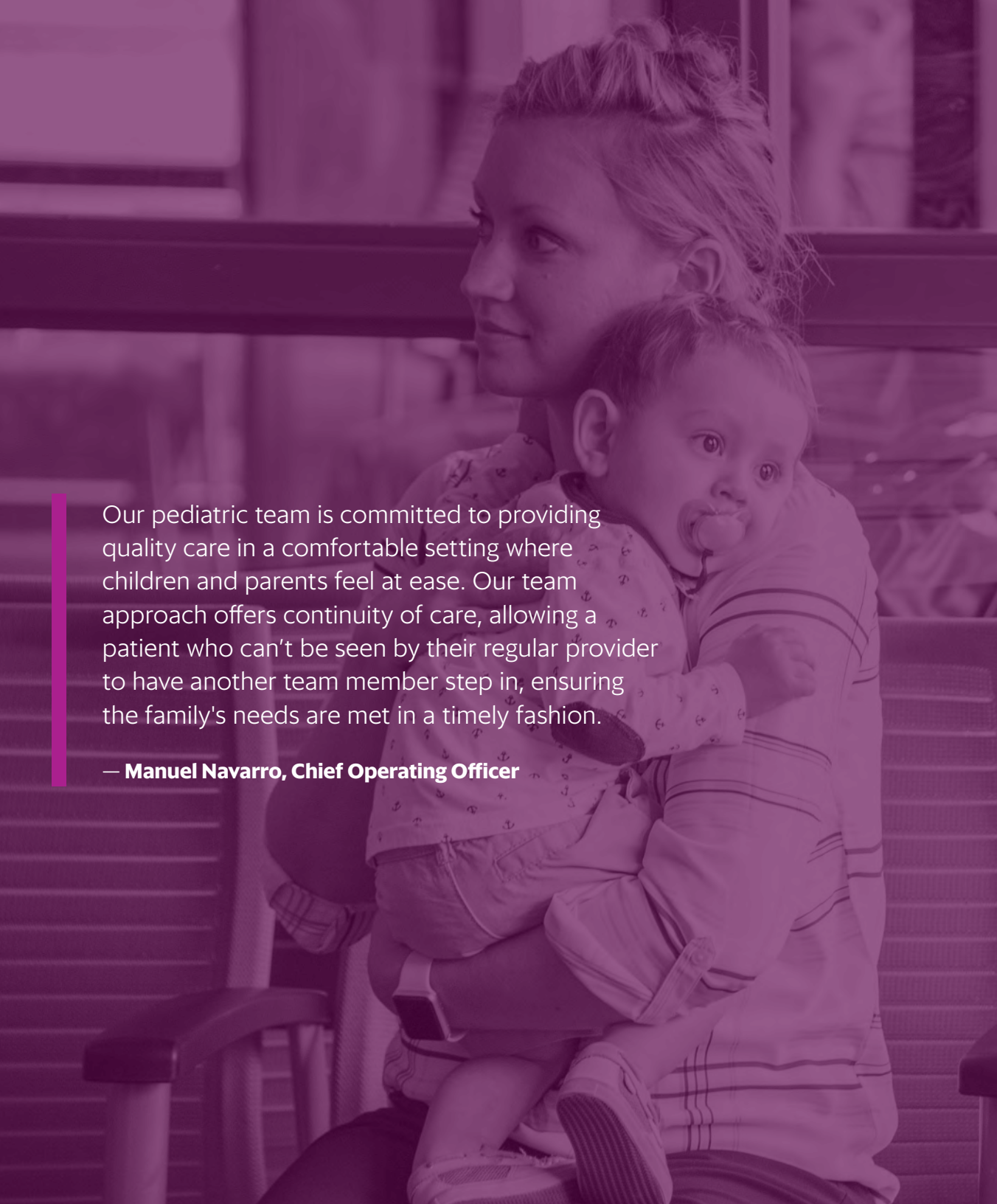
EXPANDING PEDIATRIC CARE

January 2018 marked an exciting time in our organization's history when Columbia Pediatrics joined CVCH. After six months of thoughtful planning for this merger, we transitioned Columbia Pediatrics from paper-charts to computer-based health records, allowing patient records to be accessible online, making the following possible:

- Patient portal login access
- Viewing procedural, diagnostic, and lab results
- Requesting a prescription
- Messaging their care provider
- Clinic-wide communication and patient record access

CVCH is proud to have increased access for our patients by giving them two locations to choose from for pediatric care. Both locations offer a full range of pediatric care, including prenatal visits for expectant parents, well-child check-ups, immunizations and sick appointments.

We strive to have a positive impact by providing exceptional health care and compassionate service to the families we serve.

A photograph of a woman with blonde hair tied back, holding a young child. The woman is looking off to the side with a gentle expression. The child is looking towards the camera. The image is overlaid with a semi-transparent purple gradient, which serves as a background for the text on the right side of the page.

Our pediatric team is committed to providing quality care in a comfortable setting where children and parents feel at ease. Our team approach offers continuity of care, allowing a patient who can't be seen by their regular provider to have another team member step in, ensuring the family's needs are met in a timely fashion.

— **Manuel Navarro, Chief Operating Officer**



Columbia Pediatrics

12,718

VISITS WITH 5,299 PATIENTS

AGES OF PATIENTS SERVED

0-7 Years of Age	42%
8-13 Years of Age	30%
14-19 Years of Age	28%

PATIENT DIVERSITY

Hispanic/Latino	25%
White/Caucasian	73%
Other	2%

TYPE OF INSURANCE COVERAGE

Medicaid	52%
Commercial	47%
Uninsured	1%

Quality

PARTNERING WITH PATIENTS

CVCH strives to build trusting relationships with our patient, and empower them to make informed, impactful decisions that will improve their health. With a preventive, team-based approach, we work alongside our patients to keep them as healthy as possible.

Over the last year, we were able to increase the number of parents who brought their child in for their well-child check, and saw the percentage of babies being born in a healthy weight range increase.

CHILDHOOD IMMUNIZATIONS

Childhood immunizations can be challenging to administer for complex social and cultural reasons. Knowing this, we called and educated parents on the importance of vaccines. When possible we set appointments, and made significant headway, seeing an 11% increase in childhood vaccination rates by age two.

PATIENTS WITH TYPE 2 DIABETES

Through our new i-Pharm program, started by lead pharmacist, Diane Schwilke, we are now helping patients whose diabetes is not currently well controlled.

As of 2017, we had 33% of our patients with diabetes with an A1c greater than 9 (poor control.) As of 2018, through the efforts of multiple programs, this percentage has been brought down to 29%.

A FOCUS ON PREVENTION

In 2018, as part of caring for over 35,000 patients, we provided:

15,035 oral exams

9,771 fluoride treatments

9,157 screenings for tobacco use, including intervention and follow-up plans

8,097 immunization appointments for adults and children

7,063 BMI screenings, with follow-up plans

5,404 flu vaccinations

4,106 cervical cancer screenings

2,374 colorectal cancer screenings

804 mammograms



LISA CONTI, WENATCHEE

I love the compassionate care that I have received at CVCH. From the time I got stitches and the staff helped look after my daughter, to coming here for dental care or seeing CVCH in the community, I am impressed by how I am treated with each encounter. It feels like the staff genuinely care about my family. They always give us as much time as we want to make sure our concerns are addressed.



THE CRUZ FAMILY, WENATCHEE

We fully trust our son's medical provider, Simon Mendoza. We know he truly cares about our son and his health because he listens and he goes deeper with his search for answers. He never brushes off any of our concerns and is constantly working with us to manage Milo's health condition. We've moved the entire family under Simon's care and our daughter has recently done the same with her family.



HEAR MORE ABOUT WHY WE LOVE CVCH cvch.org/iheartcvch

Sustainability

A STABLE FOUNDATION

In 2018, CVCH achieved top quartile financial performance among all Federally Qualified Health Centers, as measured by Operating Margin and Days Cash on Hand.

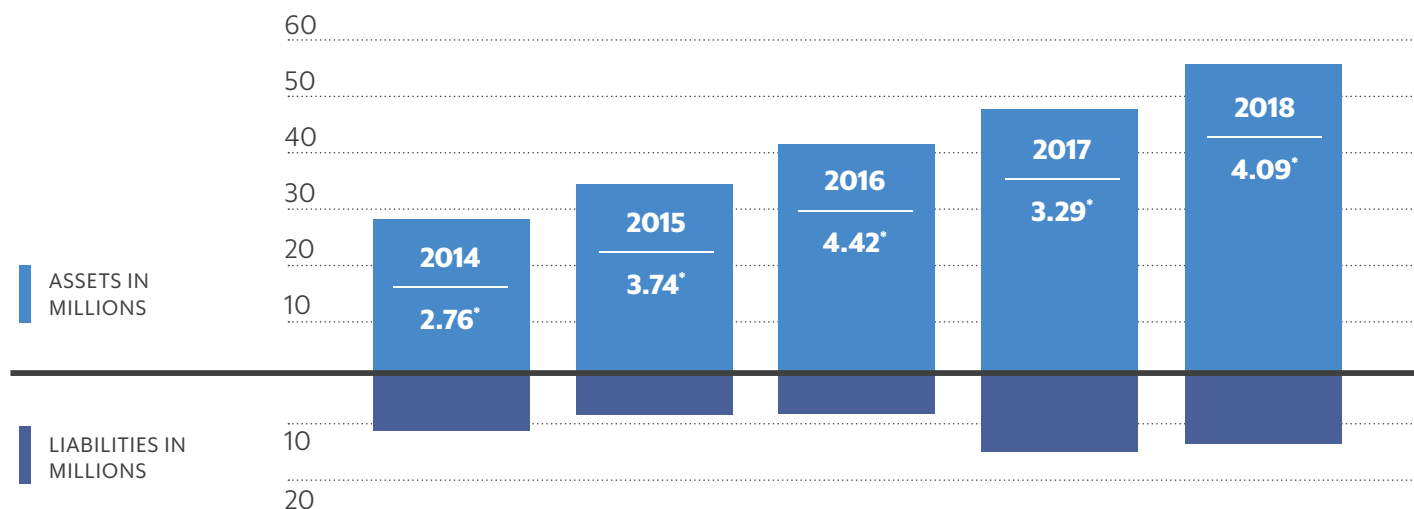
We are thoughtful stewards of our financial resources, carefully managing annual operating income to ensure it is sufficient to fund future capital expenditures and acquisitions.

STRATEGIC INVESTMENTS IN STAFF, FACILITIES AND TECHNOLOGY

A highly-trained, engaged and specialized workforce enables CVCH to be sustainable, innovative, and adaptive to the ever-changing challenges in health care. Staff are encouraged and compensated to create efficiencies, find new revenue sources and reduce expenses, as appropriate—all without sacrificing the quality of patient care. CVCH invests in our employees through competitive wages, generous benefits, and a focus on personal wellness. This next year, targeted investments include:

- \$1,000,000 to upgrade our sterile processing equipment for medical and dental instruments
- \$500,000 in a mobile clinic, CVCH Connect, to expand our care in rural areas
- \$300,000 in updating our radiology equipment to the latest technology

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 2018

Family Medicine	11
Family Dental	4
Behavioral Services	2

TOTAL PATIENT VISITS BY YEAR

YEAR	PATIENT VISITS
2018	140,856 (+15.4% from 2017)
2017	119,132
2016	107,302
2015	108,812
2014	112,117

In an effort to both improve patient outcomes and lower health care costs, CVCH is using i-Pharm to empower our patients to more successfully manage their chronic disease through lifestyle modifications and a better understanding of their disease state and medications.

Diane Schwilke
Pharmacist Lead
i-Pharm Program Lead





CAROL DIEDE

Retiring Chief Operating Officer

It has been an honor to serve at CVCH for the last 30 years. During that time, we moved to and expanded our 600 Orondo site, built facilities in East Wenatchee and Chelan, added and integrated Behavioral Health, expanded into pediatrics and midwifery, and integrated technology. CVCH is forever in my heart.



MANUEL NAVARRO

Chief Operating Officer

We are passionate about breaking down the barriers that prevent people from accessing health care. As the new Chief Operating Officer, I will be overseeing the implementation of a new mobile clinic. Our team is eager to meet our community where they're at and close the current gap in needed health care.



BLAKE EDWARDS

Behavioral Health Director

Our behavioral health department is constantly evolving to meet patients' needs. This year we're launching New Path—a substance use disorder treatment clinic—and Chelan telehealth psychiatric medication services. We are also pleased to be expanding integrated behavioral health services in pediatrics.



DR. KERI BERGESON

Medical Director

We have completed our residency recruitment for our first class of the Rural Training Program, and matched two highly competitive applicants. It is incredible to have these exceptional learners choose a new residency program, and I think it speaks volumes for our staff, community and leadership.



DR. JEFF HINCKLEY

Dental Director

The need for adult dental care continues to rise each year, with an 11% increase in patients last year. We continue to respond to this need by investing in facilities, staff, and researching best practices. In the next year, we will trial a teledentistry option to help meet patient needs outside of our four walls.



NICHOLAS COLLINS-FEAY, PA-C

Provider

I want to help remove any barriers to care that our patients might be facing. In an effort to do this, I am working with operations over the next year to pilot online scheduling. I believe that as we begin to chip away these barriers and increase access, our patients' health will improve as a result.

Workforce

2018 EMPLOYEE ENGAGEMENT

CVCH has focused on practical, productive employee engagement efforts for the last 6 years. We have integrated engagement into several of our everyday processes, including:

- Developing a wellness program to improve engagement and incentivize healthy lifestyles
- Awarding all staff with an extra day off for meeting our financial goals for the fiscal year
- Conducting peer team interviews to help hire the right person the first time
- Instating a behavioral assessment to help guide the interview process
- Providing leaders with immediate, responsive support to help increase supervisory competence

And it's working! In 2018, our voluntary turnover rate was 13.3%, compared to the industry turnover rate of 19%. In addition, our provider satisfaction rate increased 16% over the last year to 92%.

I grew up in the Columbia Basin as a child of migrant farmworkers, and experienced first-hand what it was like to be uninsured in a medically underserved area. I was inspired to work for a community health center, and CVCH stood out. CVCH emphasizes a culture of camaraderie and support, and new providers are mentored by seasoned physicians in really productive, effective ways. Another thing I love about CVCH is that relationships extend beyond the four walls of our clinic—some of my most treasured friendships are with my colleagues.

— **Simon Mendoza, PA-C**





92%

ACCORDING TO A 2018 SURVEY
BY SPERDUTO & ASSOCIATES,
**CVCH STAFF ARE MORE
ENGAGED THAN 92% OF
HEALTHCARE ORGANIZATIONS
ACROSS THE COUNTRY.**

iheartcvch.org

Hear more about why patients
and providers love CVCH.

The Year Ahead

STAFFING/EXPERTISE

- Recruiting additional providers for our Chelan medical and behavioral health teams

INFRASTRUCTURE

- Expanding the Chelan clinic to accommodate the medical residency training program
- Telehealth services

SERVICES

- Expanding our reach with a mobile clinic: CVCH Connect
- Partnering with local businesses to provide health care for employees

TECHNOLOGY

- New Sterile Processing Department
- New radiology equipment

QUALITY

A targeted focus on:

- Depression screenings and follow-up
- Hypertension
- Cervical cancer

A continual focus on:

- Diabetes, diabetic A1c, eye exams
- Immunization rates
- Well-child check rates



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 care for over 35,000 patients per year between our nine locations in Wenatchee, East Wenatchee and Chelan and various on-site locations, such as Wenatchee Valley College and Lincoln Elementary School.

WENATCHEE

Medical, Dental, Behavioral Health, Riverside Midwifery & Express Care

600 Orondo Ave, Wenatchee
509-662-6000 / 800-288-7649

WENATCHEE

Behavioral Health & WIC

504 Orondo Ave, Wenatchee
509-662-6000

CHILDREN'S BEHAVIORAL HEALTH

140 Easy Way, Wenatchee
509-662-4296

NEW PATH—SUBSTANCE-USE DISORDER PROGRAM

819 N Miller St. Suite 1-B, Wenatchee
509-664-4592

WENATCHEE VALLEY COLLEGE

1300 Fifth Street, Wenatchee
509-662-6000

COLUMBIA PEDIATRICS

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

EAST WENATCHEE

Medical & Behavioral Health

900 Eastmont Ave, East Wenatchee
509-884-9000

CHELAN

Medical, Dental, Behavioral Health & WIC

105 South Apple Blossom Drive, Chelan
509-682-6000

HOPE HEALTH—CATHOLIC CHARITIES

145 S. Worthen Street, Wenatchee
509-682-2120