

ANNUAL REPORT | 2015



Ashland • Butte Falls • Medford • Prospect • White City

Messages from the Board President and Chief Executive Officer

# 2015: Moving Forward



Doug McKenzie, Board President

Very few things can be more important to the success of our community than the health of its members. I am very thankful to be part of an organization that is improving the health and well-being of our community.

Together, we are helping families live healthier lives.

The Board has been thoughtfully planning for new services and

programs to make it easier for our patient members to get the care they need. Our *Rogue Way to Health* approach to wellness provides for exceptional whole-person care and creates nearly 125 jobs in southern Oregon.

In 2015, we hired Community Health Workers (CHWs) to assist our members with circumstances in their lives that impacts their health, such as access to quality food, education, jobs, shelter, transportation and childcare. The program has a full case load and we are growing the program to serve even more members. One story about this program involves a little 10-year old girl with asthma. She was experiencing many frantic trips to the ER because of empty rescue inhalers. Her mom didn't have transportation, so re-filling prescriptions was difficult. CHWs made arrangements for prescription delivery to her home and during a home visit, CHWs discovered that the little girl's home environment was dusty. They solved that concern by providing the Mom with a new vacuum cleaner. I'm pleased to report the little girl now has fewer asthmatic attacks, breathes much easier, and is healthier and happier.

While it is important to celebrate our accomplishments, we know that there is so much more work to be done. On behalf of the Board, I want to thank you for your continued support. ■

### 2015-16 BOARD OF DIRECTORS

- |                                |                        |
|--------------------------------|------------------------|
| Doug McKenzie, President       | Carol Anne Hickman     |
| Roger Howe, MD, Vice-President | Marya Kain             |
| John Mytinger, Treasurer       | John Littleton         |
| Diarmuid McGuire, Secretary    | Charles "Gordon" Smith |
| Mark Chirgwin, Past-President  | Bob Wahl               |
| Kate Gillooly                  | Marlene Yesquen        |



William North, CEO

When I accepted the position of CEO in 2014, I envisioned exciting opportunities to expand our integrative health model of care to consider both the medical and the social needs of our patients while providing services in a productive and cost-effective way. With the direction of the Board, we set into motion a strategic plan to drive infrastructure develop-

ment and expansion, reach out to public and private sectors to address both the medical and the social determinants of health, implement our innovative *Rogue Way to Health* model of care, and utilize clinical measures to validate our ability to achieve excellent health outcomes for our patients at the lowest possible cost.

One of the most important factors needed for clinically excellent patient care is a quality workforce. In 2015, we focused on recruitment and retention of a highly trained and motivated workforce. The results were an improved benefits package, a positive adjustment in wage bands, and a renewed commitment to investing in employee education. We know that to be effective, we must offer equitable pay and benefits.

We have also been working on our services and physical space for the patients we serve. Restorative dental services in Butte Falls and a full service pharmacy both came online in 2015.

The importance of financial stability amid the pressures of healthcare reform was also one of my top priorities this past year. We are aggressively managing the budget while keeping in mind that it is our Mission to help those who face barriers to improved health. With your support, we will continue to add new programs, staff and space to handle the increased demands for care.

On behalf of those who benefit most from your generous support, thank you for the faith you have placed in Rogue Community Health. It is our intent to be good stewards of the funds entrusted to us. ■



William North, Chief Executive Officer  
Daniel Weiner, DO, Chief Medical Officer  
Traci Darrow, RN, BSN, Clinical Network Officer  
Maria "Andy" Kennah, Chief Financial Officer  
Terry Keesling, Chief Operations Officer



# A Year of Results

## Infrastructure Development

Infrastructure is policies, systems, information, people and processes. In short, it is how we organize our services to provide clinically excellent care from well-trained and motivated employees. Daniel Weiner, DO, joined the team in 2015 as Chief Medical Officer. He is a practicing physician and oversees all clinical programs and services within our integrated delivery system. Maria (Andy) Kennah joined the team in November as Chief Financial Officer and is responsible for the organization's financial situation including forecasting our long-term financial future.

Existing employees and job seekers alike were excited to learn of improved health insurance, dental, vision, long-term care, life and retirement benefits. More than 20 employees participated in a 120-hour employer-paid Community Health Worker training course at Rogue Community College to obtain certification and then become eligible for promotion.

## Provider Recruitment

Recruiting additional medical providers is foundational to increasing capacity, but not an easy task given nationwide shortages of physicians. We successfully recruited six new providers in 2015, Robin Bell, FNP-C; Michael Burks, FNP-C; Chad Brown, PA-C; Kristi Hennan, MD; Galen Whipple, MD; Daniel Weiner, DO; and Sara Woyansky, FNP-BC. We will continue our nationwide efforts to recruit additional provider staff, especially for our Butte Falls and Prospect clinics.

## Expansion of Patient-Centered Medical Home

A new era began for Rogue Community Health in November 2015 with the opening of dental services in Butte Falls. By year end, the clinic had provided 74 dental care visits. Dental teams continue to work with patients to create individual treatment plans and to lay the groundwork to expand dental services in 2016.

Pharmacy Director, Amy Baker, PharmD., works closely with our providers to ensure that every patient receives the safest, most effective and affordable medications through our in-house pharmacy. Patients can receive their prescription at their medical appointment in Medford and by delivery for pickup at Ashland, White City, Butte Falls and Prospect clinics.

## Reducing Barriers and Partnering with our Community


Our Behavioral Health Program features licensed clinical social workers and counselors to support our patients. A commitment to professional services was made in 2015 to acknowledge that behavioral health providers are key to successfully implementing healthcare reform.

Community Health Workers (CHWs) are on the frontline to reach people where they live, eat, work and play. They identify barriers beyond the exam room that impact our member's health and then work with them to find solutions to those barriers. In collaboration with local nonprofits and small businesses, we help to navigate shelter, jobs, food, childcare, clothing, and transportation for our members, as well as provide wellness coaching.


## Clinical Quality

In order to support high quality patient care, federally-qualified health centers, like Rogue Community Health, are expected to have ongoing quality improvement/assessments. We are pleased to report measurable clinical improvements in: providing first trimester prenatal care, childhood immunizations, pediatric and adult weight assessments and counseling, asthma therapy, and in the number of patients screened for depression. These clinical improvement measures exceed both state and national benchmarks.












# Meeting Our Mission: Balanced Scorecard

 Improvement > 5% or Increase in actual number

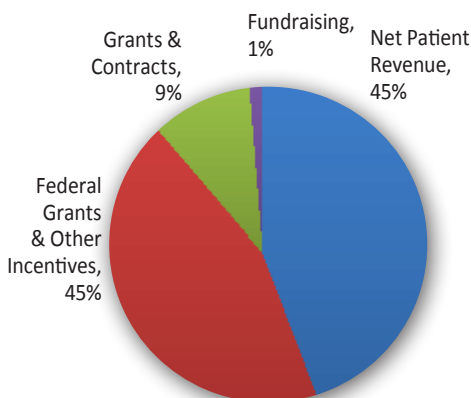
 No change

 Decline > 5% or decrease in actual number

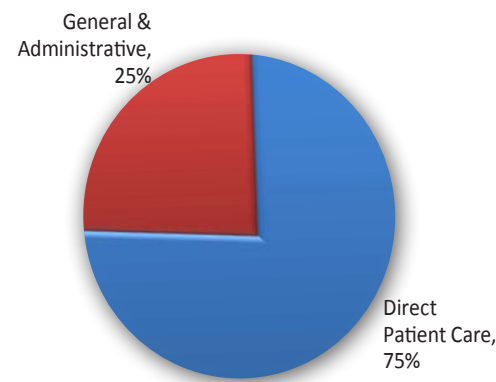
 Goal met/sustained

What We Measured as of December 31, 2015	Annual Goal	Baseline	QTR 1	QTR 2	QTR3	QTR4	Trend
<b>SERVICES</b>							
<b>Clinical Measures</b> <i>Goal: Sustain or achieve improvement on 90% of federal, state &amp; local clinical measures</i>	90%	76%	80%	73%	88%	86%	
<b>Patient-Centered Medical Home</b> (New in Qtr 4) <i>Goal: Develop performance measures for RCH team services</i>	7	0	-	-	0	1	
<b>Patient Visit Availability</b> <i>Goal: Same-day access for established patients; 1 day or less until 3rd next appointment</i>	< 1 day	1.47 days	.91 days	.82 days	.43 days	.48 days	
<b>WORKFORCE</b>							
<b>High Performing Staff</b> (New in 2015) <i>Goal: Achieve quality and productivity measures required by strategic objectives</i>	90%	-	-	-	-	N/A	-
<b>Patient Touches</b> <i>Goal: Measure and increase patient touches by 10% for Alternative Payment Method</i>	16,459	14,963	-	-	14,963	18,603	
<b>Average Length of Employment</b> <i>Goal: Average employment of at least 40 months for all staff</i>	40	53	40	38	38	30.5	
<b>COMMUNITY</b>							
<b>Community Partnerships</b> (New in 2015) <i>Goal: Create new small business partnerships for employee retention program</i>	10	0	-	-	1	1	
<b>Volunteer Providers</b> (New in 2015) <i>Goal: Create a volunteer-directed specialty health institute for practicing providers</i>	Y/N	N	-	-	N	N	
<b>Social Determinants of Health</b> (New in 2015) <i>Goal: Implement nonprofit partnerships and participate in community-based programs</i>	15	0	-	-	1	3	
<b>STEWARDSHIP</b>							
<b>Membership</b> (New in 2015) <i>Goal: Increase active patients enrolled as RCH members by 10% (18 month period)</i>	11,015	10,014	-	-	10,014	10,092	
<b>Patient Engagement</b> (New in 2015) <i>Goal: Increase Alternative Payment Method "touches" per member by 10%</i>	2.52	2.29	-	-	2.29	2.53	
<b>Financial Performance</b> <i>Goal: Meet all operating ratio standards for services provided</i>	100%	80%	67%	67%	100%	100%	

## Financial Support

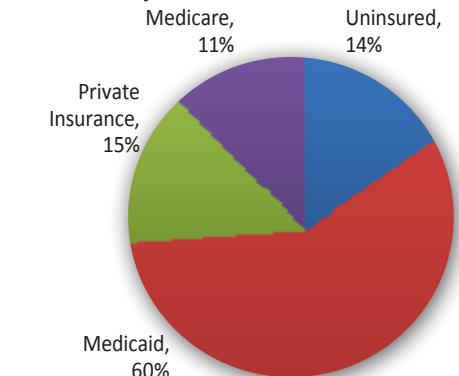


## Expenses



## Insurance Status\*

\* 93% of our patients live at or below 200% of Federal Poverty Level





## Service Overview

- Thirteen doctors and mid-level providers made possible 25,608 patient visits for 7,548 patients
- Provided 3,934 prescriptions for established patients
- Nurse case management provided 5,997 patient visits
- 157 patients benefited through personalized assistance from Community Health Workers
- Nearly 500 books were donated by the Storytelling Guild to be given to children during their medical appointments
- Volunteer clinicians provided specialty care for patients with chronic health conditions
- 638 flu vaccines were administered to established patients including 125 free vaccines for uninsured patients
- Provided a medical home for 254 unduplicated homeless patients and 924 individual patient visits
- Behavioral health provided 589 unduplicated patients with 2,521 counseling encounters
- Provided 74 patient visits for dental services in Butte Falls
- 2,294 students received dental screenings and varnish applications in Jackson County School Districts 9, 59 and 91



## SAVE THE DATE!

*for the*

### Rogue Way to Health Luncheon

**Wed., Nov. 2, 2016, at 12:00 pm**

Inn at the Commons  
200 North Riverside  
Medford, OR 97504

For reservations,  
**call 541-842-7735**  
Seating is limited.

[www.roguecommunityhealth.org](http://www.roguecommunityhealth.org)



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