

Committed
to the
health of
our
community



Rogue Way to Health

Annual Report 2016



Ashland • Butte Falls • Medford • Prospect • White City
www.roguecommunityhealth.org

2016: The Journey Continues

Dear Friends,

We are pleased to report that Rogue Community Health made some fairly significant systemic changes in 2016. While continuing to provide excellent primary care, we took great steps toward further developing our support systems and evolving the ways in which we provide care to our patients. We accomplished this by improving our facilities, technology, adding staff and expanding services.

2016 might become known as the “Year of the Expansion.” For decades, Rogue Community Health provided quality and affordable care to people of all ages and backgrounds, but at the end of the day, not a lot was left over to add new programs and services. With improved financial stability, we were able to allocate funding in 2016 to facility improvements, and new programs and services in Ashland, Medford and White City. Improvements included paint, flooring, moving walls, equipment upgrades, creating additional office and patient care space. Service expansions included pharmacy, dental, mental health, school-based health centers, member services and our new Integrative Health Center.

Technology is changing the way Rogue Community Health operates also. We adopted a new payroll system that streamlines payroll, human resources and employee benefits administration processes. It is a great time-saver for our payroll staff. We implemented project management software to help us align and track our improvement projects, and we changed pharmacy and dental practice management software to programs that better meet our data collection and billing needs.

When people ask what it is like to work in health care during this era of so much change and uncertainty, it could be described as being like “changing a tire on a car while driving down the road.” All of the improvements made in 2016 set us up to provide expanded services into 2017 and beyond.

In 2016, 63,000 people in Jackson County were on Medicaid—that is nearly one in every three residents. One in every four health center patients remained uninsured or underinsured.

As a Rogue Community Health supporter, you have demonstrated a vested interest in the health of our community. Your partnership with us to provide services to people of all ages and backgrounds, regardless of insurance status or ability to pay, remains as important today as ever. We thank you for your support as we continue on our journey amid unknown changes in the health care industry. We are committed to reducing barriers to accessing health care services for our families and friends in Jackson County.

With heartfelt thanks,



William North
Chief Executive Officer



Roger Howe, MD
Board President

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2017-2020 Strategic Plan Launched

We are pleased to share our 2017-2020 Strategic Plan as we enter into nearly 50 years of service to the community. The Strategic Plan details an ambitious, but realistic road map for the next three years to meet the quadruple aim: improve population health, increase patient experience of care, reduce per capita cost, and increase health equity. We are committed to:

1. Improving Rogue Community Health’s organizational presence in the community.
2. Identifying and embracing clinical, social and economic factors that influence community health.
3. Engaging with the community in change and innovation efforts to improve health.



EXECUTIVE TEAM

William North, Chief Executive Officer
Daniel Weiner, DO, Chief Medical Officer
Ryan Bair, LCSW, Chief Network Officer
Rick Rankin, Chief Administrative Officer
Maria "Andy" Kennah, Chief Financial Officer
Terry Keesling, Chief Operations Officer

FY2016 Highlights

Strengthening Infrastructure

Rogue Community Health launched new programs and services to better meet the needs of our current and future patients.

- ❏ Pharmacy services were added within Medford and White City clinics. Prescriptions continue to be delivered for patient pick-up at Ashland, Butte Falls and Prospect clinics -- *a service that patients really appreciate!*
- ❏ Offering oral health care became a reality with the opening of a Rogue Community Health - Dental at 906 Royal Court in Medford. Affordable restorative and preventive dental services are now available in Butte Falls and in Medford.
- ❏ In November 2016 the Integrative Health Center opened, joining providers and patients together using a holistic (whole person) approach to improving emotional and physical well-being. Integrative health is a relatively new strategy that is gaining praise nationwide for its efficiency and cost effectiveness to improving whole person health.
- ❏ As programs and services increased, so did staffing. The number of employees grew from 81 to 142 over the past three years as we are fully staffed with our physicians and other medical providers while growing our mental health and dental programs.
- ❏ We listened to patient requests for appointments by extending our office hours. In 2016, clinics were open until 6pm Monday - Saturday. This was a big help for working families. A new patient call center was launched in late 2016 to facilitate better management of appointments and referrals.

One of the Best Nonprofits to Work For in Oregon

Rogue Community Health (RCH) received word that it was named one of Oregon's Top 100 Nonprofits to Work For in Oregon. The designation for Rogue Community Health was based on employee feedback, which makes it that much more important and meaningful.

Healthy Kids Learn Better

New school-based health centers opened at Table Rock Elementary and at White Mountain Middle School in White City. The centers help keep students in the classroom by providing convenient access to medical and behavioral health services as well as even assist with hunger-related issues. Rogue Community Health now operates six school-based health centers.

Back-to-School Health Fairs

Back-to-school health fairs help parents who do not have an easy or affordable way to make sure their children get the health care they need. Health fairs were held at Table Rock Elementary and White Mountain Middle School in White City and at Walker Elementary School in Ashland. Each offered immunizations, dental screenings and sealants, sports physicals and well student exams.

Balanced Scorecard: 2016



Improvement > 5% or Increase in actual number



No change



Decline > 5% or decrease in actual number



Goal met/sustained

What we are measuring:	Annual Goal	Baseline	QTR 1	QTR 2	QTR3	QTR4	Annual Trend
SERVICES							
Clinical Measures <i>Goal: Sustain or achieve improvement on 90% of federal, state & local clinical measures</i>	90%	76%	95%	100%	86%	76%	
Patient-Centered Medical Home <i>Goal: Develop performance measures for RCH team services</i>	7	0	4	3	3	3	
Patient Visit Availability <i>Goal: Same-day access for established patients; 1 day or less until 3rd next appointment</i>	< 1 day	1.47 days	2.22 days*	Incomplete data	Incomplete data	Incomplete data	Recommend Replacement
WORKFORCE							
High Performing Staff <i>Goal: Achieve Quality, Productivity, Membership and Gain Sharing Incentive Metrics</i>	75%	-	N/A	67%	33%	67%	
Care STEPS <i>Goal: Measure and increase Care STEPS by 10% for Alternative Payment Method</i>	16,459	14,963	15,265	16,704	16,302	16,995	
Voluntary Turnover <i>Goal: < 20% of total staff voluntarily leave the organizations (includes retirement)</i>	<20% (<5%/QTR)	5.26%	6.6%	4.05%	7.75%	4.94%	
COMMUNITY							
Community Partnerships <i>Goal: Create new small business partnerships for employee retention program</i>	10	0	1	1	1	2	
Social Determinants of Health <i>Goal: Implement nonprofit partnerships and participate in community-based programs</i>	15	0	3	5	5	10	
STEWARDSHIP							
Membership <i>Goal: Increase active patients enrolled as RCH members by 10% (18 month period)</i>	11,015	10,014	10,209	9,996	10,427	10,018	
Patient Engagement <i>Goal: Increase Alternative Payment Method "touches" per member by 10%</i>	2.52	2.29	2.68	2.91	3.16	3.09	
Financial Performance <i>Goal: Meet all operating ratio standards for services provided</i>	100%	80%	100%	100%	100%	100%	

Highlights of our 2016 Scorecard include: Stable Financial Performance, increased Patient Engagement, a reduction in Voluntary Turnover, and an increase in Care STEPs – a measure of the various types of direct member contacts (billable as well as nonbillable) initiated by staff for the purpose of coordinating quality care. Overall we show improvement across most measures.

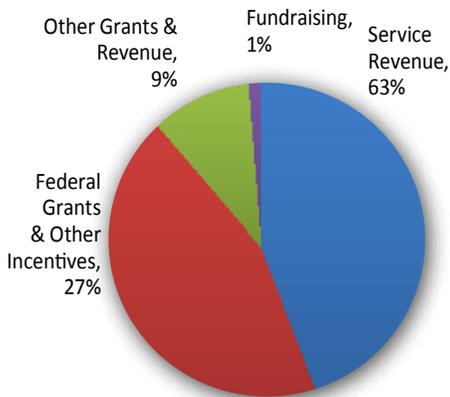
We ended the year as we began it — by sustaining/improving quality on 76% of our metrics. Our areas of strength include the metrics related to preventive screening, counseling, and referral for follow-up care, as well as care for high blood pressure and depression. We did not meet our 90% goal for Clinical Measures but have implemented systems to sustain quality over time. It's no surprise that our members value their ability to get a timely appointment. For this reason, we measure Patient Visit Availability, in particular, we track our same-day appointment access. However, in 2016 we learned that our method of tracking this data was not sufficient or reliable, thus several quarters of incomplete data. For 2017, we are pleased to have implemented a revised metric tracking system with improved software, so more accurate data is now available, reportable, and actionable.

Providing transparent performance measurement in all aspects of our services, operations, and community involvement is our ongoing commitment. The Balanced Scorecard measures align with our Strategic Plan and Oregon's Quadruple Aim: to improve the quality of our services while increasing positive patient experience, health equity and decreasing the cost of care.

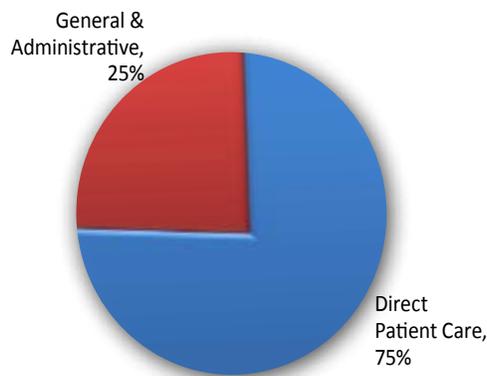
Service Overview

- Provided 29,117 patient visits for 9,261 patients.
- Weight assessment and nutritional counseling was provided for 1,783 children and adolescents.
- 5,743 patients ages 18 and older received body mass screening (BMI) of which 4,822 needed a follow-up plan.
- 3,974 patients were provided tobacco cessation counseling and intervention.
- Provided a medical home for 212 Veterans.
- 253 homeless patients found a regular source for medical care in 798 patient visits.
- 5,737 patients age 12 and older were screened for depression and 3,833 were found to need follow-up care.
- Dental clinics in Butte Falls and Medford provided 1,919 oral health visits.
- 1,018 students received dental screenings and 2,754 dental varnishes in Jackson County School Districts 9, 59 and 91.
- 2,625 children found a medical home at Rogue Community Health.
- Mental health staff provided 7,034 patient care visits.
- 82 percent of Rogue Community Health patients live at or below 200% of the Federal Poverty Level.

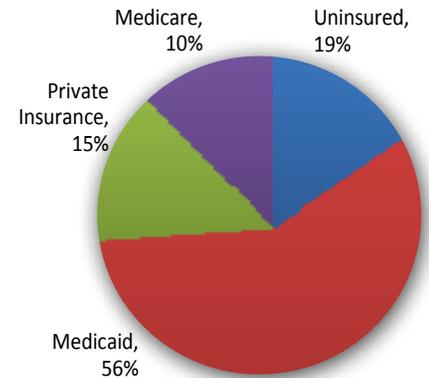
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Expenses



Insurance Status



Thank you to our supporters!

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Pictures from 2016 Rogue Way to Health Luncheon by Eagle Point H.S. Photography Class

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Medford Tools and Supply Inc.
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VALIC
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Soroptimist International of R V Sunrise
Soroptimist International /Ashland
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Soroptimist International Clubs
Southern Oregon Lions Sight and Hearing
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The Gwladys and John Zurlo
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Nonprofits are ways people express love of community.

Oregon's nonprofit sector consists of 31,224 nonprofit organizations. The majority of them — 19,786 — are public charities and make up over 12% of the total private workforce in the state. By comparison, manufacturing in Oregon comprises only 10% of the total private workforce. Rogue Community Health had 141 employees in 2016 resulting in over \$13 million in economic activity.

Giving to nonprofit charities is a very personal decision. A recent study found that people who give money to charities tend to be happier and healthier than others¹ and a 2016 poll commissioned by *Independent Sector* revealed that 74% of Americans stated they would rather give \$1,000 to a charity than to the government in taxes. Most nonprofits are tax-exempt status under Internal Revenue Code section 501(c)(3) allowing them to receive tax-deductible contributions. Oregonians confirm those statistics with their generosity. Oregon Community Foundation reported that private individuals gave \$1.76 billion to support Oregon nonprofits in 2016.²

Giving is one of the best ways to become involved in your community. As a nonprofit, we understand that we cannot do our work alone — we need your support. We invite you to tell a friend about your reasons for giving to Rogue Community Health as well as to other nonprofits and why it is important for you to help keep our community healthy.

“Nothing brings me more happiness than trying to help the most vulnerable people in society. It is a goal and an essential part of my life - a kind of destiny.”

~ Diana, Princess of Wales

We have made every effort to ensure the accuracy of this report. However, if you see an error or omission, please accept our apologies and kindly contact us at: 541-842-7711.

1. "Giving to charity makes you happy, middle age is miserable: experts." Reuters. Thomson Reuters, 04 Sept. 2015. Web. 18 July 2017. <<http://www.reuters.com/article/us-charities-health-happiness-idUSKCN0R40L620150904>>.
2. "Connect. Improve. Advance." Connect. Improve. Advance. | NAO. N.p., n.d. Web. 18 July 2017. <https://nonprofitoregon.org/sites/default/files/uploads/file/2017%20Oregon%20Nonprofit%20Economic%20Snapshot_final.pdf>.



Thank you for your support at the Rogue Way to Health Luncheon.



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19 Myrtle St., 97504
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for the

**Rogue Way to
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Wed., Nov. 1, 2017, at 12:00 pm

Inn at the Commons
200 North Riverside • Medford

For reservations, please call
(541) 842-7735

Seating is limited.

Please RSVP by October 19, 2017

www.roguecommunityhealth.org