



A Healthy Future...



COMMUNITY HEALTH SERVICES
OF LAMOILLE VALLEY™

We're neighbors taking care of neighbors®

2015 Annual Report

“To provide quality integrated health care services and promote wellness for residents of the Lamoille Valley Region.”

Our mission statement



“ Access *to integrated services for all*
Quality Care *using evidence based best practices with continuous improvement*
Patient-centered *compassionate care*
Wellness Promotion *through education*
Responsive *to community needs*
Responsible Stewardship *of resources* **”**

Our values statement



Board of Directors

A Healthy Future means...

“...continuously striving to make a significant and positive difference in the care provided to patients in our community...”

Jason McArthur, *Board Chair*

As Chair of the Board of Directors, I want to extend my sincere thanks to the Board for its role in helping to keep CHSLV on a steady path forward. Kevin Kelley, President/CEO is a committed and innovative leader and an advocate for quality and improvement and as a result, much was accomplished in 2015. A special expression of gratitude is owed to Cliff Johnson and Rev. Rick Swanson for their service as board members—their leadership was invaluable in support of our mission to offer quality medical, behavioral, and oral health care services to the residents of Lamoille County.

2015 was a very productive year as CHSLV continued to strive to stay abreast, and even a step ahead of the ever-changing healthcare environment. Although the building plans for our new medical health facility are still nascent, we are on track as needs and “wish lists” are communicated, assessed, and translated into reality. The Board fully supports the plan to build a new health care facility that will create the shortest distance between the patient and the path to a healthy future. In 2016 we will follow our current plan of support to work with community partners to provide the best access to quality health care for our community. Everyone deserves the right to a healthy future and as residents in Lamoille County, the board members are committed to our slogan of “neighbors taking care of neighbors”.



A Healthy Future means...

“...growing without losing sight of lessons learned, and working in an environment where best practices are continuously created...”

Kevin J. Kelley, *President/CEO*

As a Federally Qualified Health Center (FQHC), Community Health Services of Lamoille Valley (CHSLV) with its earned certification as a Patient Centered Medical Home, has continued to successfully meet its mission to ensure that the residents of the Lamoille County community have access to high quality, integrated, and comprehensive health care services, and provides financial assistance for uninsured or underinsured. I am proud to be a part of the professionals and staff across the five diverse practices and applaud their efforts to “lead by example” by joining community and CHSLV activities such as LaCing Up for Cancer, the Biggest Winner program to promote healthy weight, and five CHSLV teams ran in the VT Council on Physical Fitness & Sports Corporate Cup Race. Yoga was added to the BHWC,

further demonstrating the commitment to a healthy mind and body for our patients.

CHSLV trustees, Managing Physicians and an administrative team examined existing ongoing initiatives and participated in creating a strategic plan for the next 24 months during the annual retreat. 2015 was a year for growth and change: additional physicians and staff were welcomed, the Coding Dept. was expanded, Appleseed Pediatrics moved to a new location and CHSLV teamed with Copley Hospital and Lamoille Home Health & Hospice to create a process to accurately identify medications to discharged patients. More growth and change is in store for 2016, including the new state-of-the-art healthcare facility plans which are on track and moving forward.



A Healthy Future means...

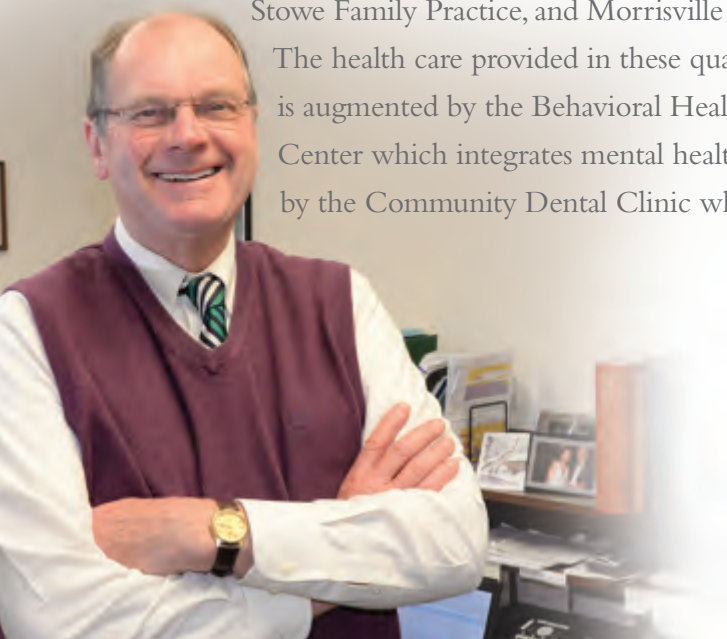
“...taking care of my own body: exercise, careful eating, adequate sleep, caution in use of chemicals and tobacco, safety awareness, kindness toward others, spiritual awareness...”

David Coddair, MD, ABFM, *Executive Medical Director*

In spite of all the publicity about health care reform, including the financing and delivery of health care, very little has actually changed. However, the medical practices at CHSLV have been preparing for future health care systems changes and have worked toward laying the appropriate foundations for the future while continuing to do what we do, and do it well. We have three solid primary care practices: Appleseed Pediatrics, Stowe Family Practice, and Morrisville Family Health Care.

The health care provided in these qualified Medical Homes is augmented by the Behavioral Health and Wellness Center which integrates mental health for our patients; by the Community Dental Clinic which promotes and

enhances oral health; and by our Neurology Clinic which brings awareness and treatment of neurological health issues. Together, these offices served 16,466 patients in 2015 by providing 77,764 encounters, not including the telephone advice which was available 24/7. Most of our practitioners live in the area, many of whom are active volunteers in medical student teaching, home health and hospice activities, church and civic affairs, athletic coaching, international medical care, and non-profit human service agencies. As Medical Director, I am proud of all our practitioners for what they do on the job as well as for their volunteer presence.



Management

A Healthy Future means...

“...valuing our most important asset, our employees, by supporting their personal and professional goals...”

Vicki Emerson, SPHR, *Director of Human Resources*

As the Director of Human Resources, I feel that working closely with my fellow CHSLV employees is a privilege, and I am constantly in awe of their commitment to the people we serve and proud of the services we provide.

In 2015, we focused on education and training to ensure that new co-workers are oriented to CHSLV's mission and values and are provided with appropriate training to be well prepared to serve our patients and clients. Retention of valued employees requires that they have the opportunity to grow and flourish in their work here and we strive to meet those personal and professional needs. CHSLV employees share a goal of commitment to the health of our communities, and

continue to engage in many charitable activities to support our neighbors and fellow community members. It's more than what they do, it's who they are—truly, “neighbors taking care of neighbors”.

We will continue providing on-going educational opportunities to enhance skills and personal growth, and provide new wellness opportunities to support and improve their personal health and wellbeing. CHSLV employees are its most important asset and CHSLV is committed to providing our valued employees with the resources and support to reach their goals, so that they may enjoy a healthy future.





A Healthy Future...



A Healthy Future means...

“...a medical home with the capacity to see patients when they need to be seen and the support of on-site early intervention and family support specialists...”

Adrienne Pahl, MD, Managing Pediatrician

The only thing that's permanent is change, and Appleseed Pediatrics certainly saw its fair share of change in 2015. The original plan to locate our Pediatric Center of Excellence in a proposed new medical facility evolved into a move to an interim location at 439 Washington Highway. In doing so, the new Appleseed Pediatrics location could accommodate expansion of the practice, allow Dr. Pahl to see more patients in a single location rather than at limited times in two locations, and we were able to welcome Dr. Sarayu Balu and her patients. Dr. Balu's pediatric practice was the only one in the county for 35 years. The integration of the two practices has been a smooth one, thanks to the professionalism of both staffs and their desire to

make the transition seamless and to minimize any disruption to patients and their families.

2015 saw pediatric well-care checkups stressed as one of the important tenets of raising a healthy, vibrant child and is one of the “healthy future” components of a community based approach to preventative health care. The Appleseed Pediatrics team participated in several community events, including a well-attended car seat inspection event. Looking forward to 2016, Appleseed Pediatrics' goals include universal developmental screening for all patients and the roll out of the Project Dulce pilot to integrate a family support worker from Lamoille Family Center in the medical home.



A Healthy Future...



A Healthy Future means...

“...investing in children's mental health and providing a family based center that supports and encourages health for the entire family...”

Linda Zamvil, MD, ABPN, Managing Psychiatrist

The Behavioral Health & Wellness Center (BHWC) team continued to make a difference in the community in 2015 by following its central purpose to serve those who want to address the physical, mental, and emotional causes of disease and to help them heal, work through conflict, enhance their sense of well-being, and find peace of mind. Ongoing participation in the 7 Challenges grant to deliver substance abuse treatment services to adolescents and the Reach Up grant enabled the practice to continue to provide counseling and case management to program participants. Medically Assisted Therapy teams worked with area physicians to support treatment for patients with opiate addictions which served not only to provide patient support, but also served to strengthen CHSLV's relationships in the community through the collaboration with

community partners. As the preferred provider in Lamoille County for substance abuse treatment programs, BHWC continued to strive to meet the demand of an ever-increasing number of patients and expanded the psychiatric team in an effort to help address a backlog of wait-listed patients and expand the practice to offer more services. Various well-attended workshops were held at schools and businesses, and yoga was added as a treatment option, based on research-backed methods to help reduce stress and anxiety, improve mood and distress tolerance, balance the central nervous system, and improve resilience, among other issues.

In 2016 BHWC will continue in the spirit of CHSLV's mission to provide access for mental health services and to attract and retain excellent providers.

A Healthy Future...



A Healthy Future means...

“...a great work environment that generates a sense of family and trust and encourages patients to make dental hygiene and dental care a priority...”

Joshua Bratt, DMD, FAGD, *Managing Dentist*

The Community Dental Clinic (CDC) continued to make inroads into the Lamoille Valley community in terms of reducing fears often associated with dentistry. We were happy to see an increase the number of patients served in the clinic and collaborated with Copley Manor to provide on-site dental hygiene care to residents unable to come to the clinic. Utilized by only a few dental clinics, this is a progressive approach with a goal to improve oral health to immobilized patients by reducing the bacterial load in the mouth which may lead to certain diseases, infections, and diabetes, and thereby improve overall health. CHSLV acquired a new carbon dioxide laser tool for the CDC that facilitates a cleaner procedure and eliminates the need for sutures, so patients heal faster and with less pain. Education is key and the

CDC staff members were trained to encourage parents to have their children get used to going to the dentist as early as possible; they provided information about normal dental anatomy, brushing and flossing, diet, and the importance of setting good examples. There was a significant decline in patients who were “no shows”, which can be attributed, in part, to the providers and staff members of CDC who succeeded in their efforts to make patients comfortable and at ease about their dental visits.

We look forward to 2016 and working towards a zero-turnover of providers and staff, maintaining a healthy, happy work environment, increasing the CDC presence, and will look for additional outreach opportunities in the community.

A Healthy Future...



A Healthy Future means...

“...that deep sense of caring and responsibility for patients and the subsequent satisfaction earned by delivering quality medical care...”

Philip Kiely, MD, ABFM, *Managing Physician*

2015 was pretty exciting at Morrisville Family Health Care (MFHC) with the addition of two new providers to the staff, but it was “cozy”. Appleseed Pediatrics was co-located at MFHC, and we were already bursting at the seams. A much needed renovation to the physical plant allowed for more provider space, front desk staff, and nursing space. In December, Appleseed moved to its new location with a transition that was seamless—not a single beat was skipped, which was entirely due to the hard working, cohesive group that comprises MFHC. Our newly hired Nurse Practitioner embraced our community outreach initiatives and created extensions of MFHC’s services by providing daily visits for

urgent care of nursing home patients at The Manor and patients at Lamoille County Mental Health Services, in an attempt to provide better community-wide services without impacting MFHC’s significant space limitations. As our space restrictions were relieved, however, her services were deemed to be better utilized at the MFHC location where she is indeed rather busy.

For 2016, the MFHC family of providers and staff hope for more of the same: a happy and healthy group of people who enjoy working together for the good of our community.



A Healthy Future...



A Healthy Future means...

“...having health of mind, spirit, and body and maintaining a healthy balance between work, family, and personal obligations...”

Jean Prunty, MD, ABPN, *Neurologist*

At the Neurology Clinic, we continued our deep involvement in the ImPACT concussion assessment program and maintained our high level of interest in preventing sports-related injuries, proactively educating the Lamoille County community. Although primarily focused on the diagnosis and treatment of neurological disorders involving nervous systems, our practice saw a steady increase in wellness checkups and the treatment of patients with debilitating chronic migraines. The volume of patients with chronic migraines who qualify for appropriate therapy treatments using injections of Botox served as the basis to increase the number of treatment sessions from one per month to three times a month, sometimes treating eighteen patients

in a day. The patients who benefit from the Botox injection treatments typically experience marked improvements, no drug interactions, and few side effects. Additionally, there are bonus benefits to be realized: fewer work days lost or school days missed, fewer emergency room visits due to migraine pain, and a reduction in the use and cost of other less effective drugs.

The Neurology Clinic shares CHSLV's hope for a healthy future for our patients and in 2016 we will continue to strive to provide the best available, affordable, and appropriate medical care to help our patients address and manage their neurological health needs.

A Healthy Future...



A Healthy Future means...

“...a team of medical professionals acting in a cohesive manner that benefits the patient and their family...”

Katherine Marvin, MD, ABFM, Family Practice Physician

The professional team who comprise Stowe Family Practice added new meaning to the definition of “teamwork” this past year. Our group of nurses, nurse practitioners, front desk staff, medical records staff, and doctors all pulled together to work longer hours to cover provider and nursing staffing shortages. They not only worked harder, but also worked smarter and implemented ICD coding changes and streamlined procedures to meet an increase in documentation demands. We were delighted to see an amazing number of patients in 2015. Our established partnerships with the nutritionists, MAT team nurses, quality management and other layers of support staff worked to improve the patient visit experience and (we hope) the outcome for each patient.

The scheduling, rooming, visiting, caring for, documenting, coding and following up of every visit truly “takes a village” and at Stowe Family Practice we are grateful for the people we work with—unique individuals, all with a single goal of a healthy future for our patients.

In 2016, with the “Call Us First” promotion, we anticipate an increase in the trend to resolve urgent medical needs at Stowe Family Practice, which will allow us to help a significant number of patients to have a positive medical experience and perhaps avoid a trip to the emergency room. Our exemplary teamwork will continue to be put to the test in the upcoming year and we will do our best to meet the needs of our patients.

Financial Report.

A Healthy Future means...

“...financial stability that can withstand fluctuations in an ever-changing health care marketplace...”

Jose Zirena, MBA, Chief Financial Officer

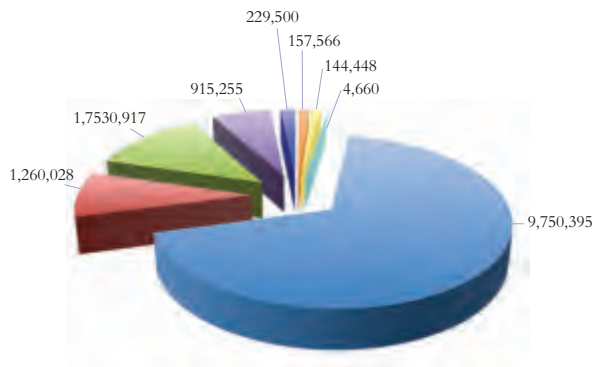
At opposite ends of the spectrum, consolidation and growth were the key activities at CHSLV in 2015. We have a very strong balance sheet with positive cash flow, and our profit and loss statement confirms our growth. Health care in the US is undergoing significant changes. Vermont health care, in particular, is entertaining various financial models in order to meet the needs of its population. 2014 ushered in the biggest change in the 4th quarter, when every participant in the health care industry in the US was required to use a brand new set of diagnostic codes, forcing practitioners to adapt to the new codes going forward. CHSLV prepared well and adapted quickly to minimize the impact

on operations by creating a new Coding Department (CD), reporting to Finance. Staffed by two certified coders, the CD, together with CHSLV's strong Informatics & Analytics staff, facilitated the transition from ICD-9 to ICD-10 codes. CHSLV successfully navigated the dramatic coding changes. The teamwork exhibited by the staff in Coding, Billing, Accounting, and Informatics & Analytics made our success possible.

Change seems to be the only constant in Vermont health care and there's no doubt that 2016 will bring more of the same. CHSLV's Finance team will be on its game to address and successfully manage the inevitable challenges and opportunities.

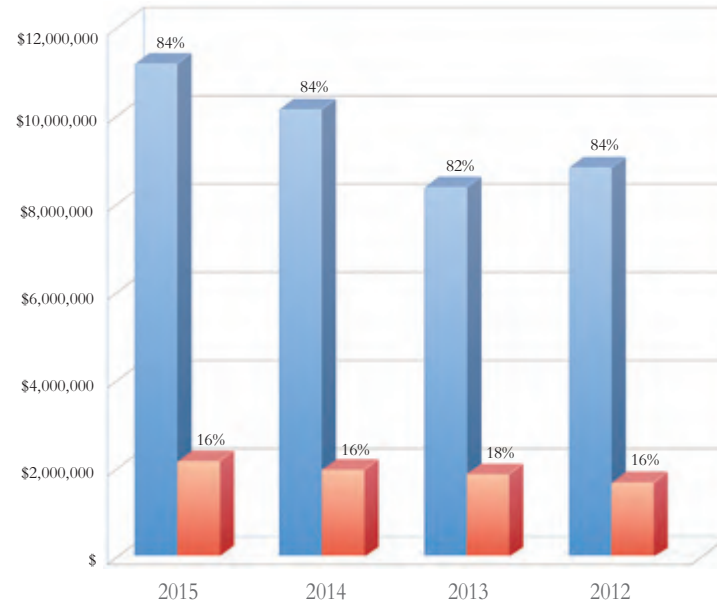


Revenues 2014-1015 (\$)



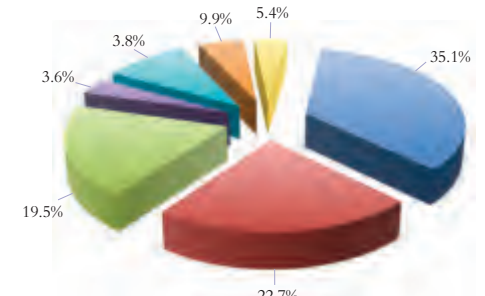
■ Patient Service Revenue, net	9,750,395
■ Federally Qualified Health Center Grants	1,260,028
■ 340b Program Revenue	1,753,917
■ Other Grants	915,255
■ Meaningful Use Revenue	229,500
■ Other Operating Revenue	157,566
■ Investment in LLC Revenue	144,448
■ Interest income	4,660
NET REVENUES	\$14,215,769

Expenses 2012-1015 (\$)



	2015	2014	2013	2012
■ Program Services (Patient Healthcare)	\$11,165,440	\$10,128,906	\$ 8,365,526	\$ 8,811,933
■ Management and General (Overhead)	\$ 2,153,004	\$ 1,953,798	\$ 1,838,714	\$ 1,677,935
TOTAL EXPENSES \$	\$13,318,444	\$12,082,704	\$10,204,240	\$10,489,868

How do CHSLV's patients access care?



Patients access care through	Percentage
■ Medicaid	35.1%
■ Medicare	22.7%
■ Blue Cross	19.5%
■ Cigna	3.6%
■ MVP	3.8%
■ Other Insurance (Commercial)	9.9%
■ No Insurance (Self Pay)	5.4%
Total	100.0%



Nursing and Risk Management

A Healthy Future means...

“...collaboration and partnership with community programs to provide comprehensive health management with a strong focus on education and preventive care...”

Stephanie Frederick, RN, Director of Nursing and Risk Management

The CHSLV Nursing staff members have a unique perspective, knowledge base, and competencies to provide population-focused preventive care in the community, as well as being focused on ensuring compliance with practice guidelines and regulatory agencies. The Nursing Department lists a number of accomplishments of which CHSLV can be proud: 2015 saw the revision of clinical staff job descriptions and the clarification of scope of practice to maximize the best use of specific skills; a restructuring of the clinical site management model and nurse staffing model to optimize communication and improve workflow; implementation of an

online training program for clinicians to ensure competency and to meet regulatory requirements in laboratory practices; and the Medical Records department was expanded to relieve nursing staff of some administrative tasks to allow more direct patient care. Additionally, a new hire training program was developed for RN/LPN, MA and front desk staff, providing a standardized, methodical and progressive approach in the orientation of new employees.

The CHSLV nursing staff looks forward to “a healthy future” and the chance to be even more deeply involved with patients through all levels of care in 2016.



Community Health Pharmacy

A Healthy Future means...

“...the availability of affordable prescription medications as and when needed...”

Jennifer Browe, PharmD, *Community Health Pharmacy*

Community Health Pharmacy (CHP) adhered to its traditional Vermont philosophy to help others the best way possible. The high cost of both common and specialty medications was often in the news and is a major concern to all. In 2015 the CHP team of pharmacists and pharmacy technicians continually sought to drive down and manage drug costs. Besides taking advantage of the economy of scale, CHP offers discounted medications for patients with no insurance, or discounts for cash payments which provided a modicum of financial relief to a number of patients. As in the past, CHP continued to extend service of delivery-by-mail of affordable prescription drugs and over-the-counter

products—a significant convenience to CHSLV patients living in the Lamoille County area. The CHP team provided educational information and thoughtful answers to questions about prescribed drugs, interactions with other drugs, and innumerable other questions often asked by patients and providers alike.

CHP will stay on track to keep abreast of the pharmaceutical industry changes in 2016 and will continue to keep costs low and do its best to offer affordable medications to CHSLV patients.



Annual CHSLV Spirit Awards



Leslie Llewellyn, CDC
Coding Dept

- With CHSLV for over 10 years
- One of two certified coders
- Became ICD 10 certified
- Been part of the ICD 10 planning group



Kristie Flanders
Morrisville Family Health Care

- With CHSLV for 15 years
- Greets patients, always with a smile on her face and a helping hand
- Helped plan and make CHSLV's first annual Holiday Party a smashing success!



Tracey Chauvin
Stowe Family Practice



Tracy Patoine
Stowe Family Practice



Julie Chase
Stowe Family Practice



Kate-Lynn Pal
Stowe Family Practice

These four amazing employees keep our Stowe Family Practice front desk flowing smoothly, and still made time to take on a huge eClinical data base "clean up project". They managed this without affecting patient care and customer service, and made short work of it!



Cindy Doerr, LPN
Appleseed Pediatrics

- A founding employee at our new Appleseed Pediatrics Practice
- She became certified for Infant Car Seat installation and inspections
- She researches educational materials for parents



Michelle Hubbell
Behavioral Health & Wellness Center

- For six years Michelle has been the consistent face that our BHWC clients see when they arrive
- She handles difficult client situations with care and respect
- She is willing to postpone her own days off to help staff when needed



Ann Reed, RDH
Community Dental Clinic

- Ann is the epitome of a team player
- She is always willing to help co workers without being asked
- She is always willing to see "one more patient"
- Was a strong force in the Valley Girls' team time at the corporate Cup (her marathon training helped)



Kate Myerson, RD
Community Health Team

- Kate is our very first Registered Dietitian
- She immediately endeared herself to our SFP staff and practitioners, always being willing to see a patient, regardless of what else is on her schedule



John Benjamin, RN
Stowe Family Practice

- Unsung Hero Award**
- Identifies clinical and educational needs and takes on the task of developing training to meet those needs
 - Deals skillfully with difficult patient situations

A Healthy Future means...

“...recognizing our employees for consistently going above and beyond their responsibilities...**”**





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OF LAMOILLE VALLEY®

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P.O. Box 749, 66 Morrisville Plaza

Morrisville, VT 05661

(802) 851-8908

CHSLV.org

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