

# Dear Friends,

I am especially appreciative for the great men and women of Confluence Health—an organization I am proud to be a part of every day. It is because of the outstanding physicians, nurses, employees, volunteers, and leadership teams that we are able to provide world-class care to our patients each and every day. We understand the importance of healthy individuals in a vigorous community and the role we can and want to play in improving the health and quality of life of our patients for many years to come.

Our vision since the affiliation remains unchanged, "To become the highest value rural healthcare system in the nation that improves health, quality of life, and is a source of pride to those who work here." To fulfill this vision, we will continue our efforts to provide as much high value as possible, ensuring the best possible health outcomes for our patients at the lowest possible cost to achieve those outcomes, when and where patients need the care. These efforts will allow us to maintain our founding principle that a locally directed, controlled, integrated healthcare delivery system will best meet the needs of this region.

We realize there is much more we need to do to ensure that we are safe, effective, timely, and efficient in our care as we can be. That effort is what our families, friends, coworkers, and neighbors have come to expect and deserve. This is a journey that we will continue throughout our careers to work on both as individuals, and as team members. The willingness to engage in this work by all our staff is something I appreciate and am proud to be a part of.

In closing, I would like to take this opportunity to publicly acknowledge the Confluence Health physicians and staff for their dedication and compassion, and to express our gratitude to our patients for trusting us to help you with your individual efforts to improve your health and quality of life. As we continually look for ways to enhance the services we provide and improve the overall patient experience, it's the daily encounters with members of our community that mean the most. Thank you for supporting your local healthcare system.

Sincerely,

for land

Peter Rutherford, MD Chief Executive Officer





### Always Thinking. Always Growing. Always Advancing.

"Yes" is the number one rule in improvisation. Magnificent scenes of comedic genius are stopped in their tracks if one player doesn't agree to take the ideas of another and run with them. Healthcare may seem a million miles from the stage of an improv theater but the concept of "yes" is foundational to all we do. We turn to our patients, visitors, staff, and communities for their ideas and input into how we can serve them better. As often as we can, we say "yes" and get to work, ensuring that we offer high-quality care and have the comfortable, up-to-date facilities they deserve.

## Community Impact

We are an integrated rural healthcare delivery system with two hospitals, multi-specialty care in over 30 services lines, and primary care in 12 communities across North Central Washington. With over 300 physicians and 170 advanced practice clinicians, we serve an area of approximately 12,000 square miles and cover nearly every corner of this region through specialty outreach.

### The Organization



4000 + employees



30 + specialties



physicians

12,000 sq. mi. service area

advanced practice clinicians

200 + hospital beds ===

#### **Services We Provide**



outpatient visits per year



are from outside the greater Wenatchee area



**50% of CWH** inpatients are from outside the greater Wenatchee area



13,600+ surgeries



#### Campus Enhancement

The Campus Enhancement Committee (CEC) was brought out of retirement in 2017 via a recommendation by Pete Lolos, SVP of Facilities and Support Services. The CEC was revived out of a need to standardize how requests for improvements to the many Confluence Health campuses were submitted, processed, vetted, and completed. The goal of this committee is to work with employees and patients to enhance the look, functionality, and comfort level of the many Confluence Health facilities—with an emphasis on public spaces.

The CEC is made up of a multidisciplinary team of Confluence Health employees who have demonstrated excellence in their field. The diversity of the group allows the CEC to remain unbiased when making decisions and prioritizing projects. The type of enhancements undertaken by the Campus Enhancement Committee include updating artwork, painting, flooring, furnishings, and lighting to enhance the facility and, most importantly, the patient experience.

2017 was brimming with CEC sponsored projects including a parking expansion project at Central Washington Hospital that added 43 parking stalls in the fall of 2017 around the main entrance, employee entrance, and the Professional Building There are plans to continue these improvements and to add 49+additional parking stalls in the spring of 2018.

#### **CEC Members:**

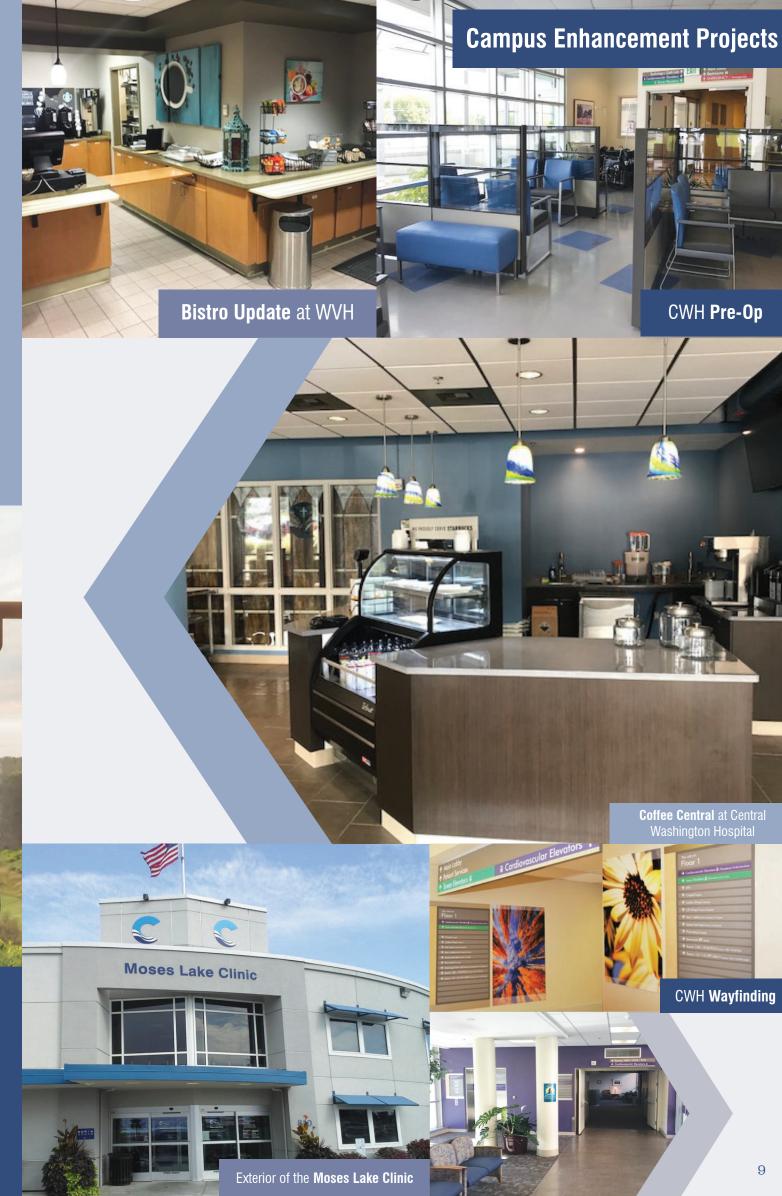
- **Neil Humphrey,** Facility Director
- Ryan Fancher, Engineering Director
- Kelly Ketcham, Housekeeping Manager
- Jason Morley, HR, SR Labor Relations
- **Geisha Killgore**, Practice Manager
- Michael Delgado, Practice Manager
- Jennifer Mason, Med/Oncology Manager
- Cory Ferari-Zimmerman, VP Finance
- Caitlin Colwell, Purchasing Supervisor
- Heather Williams, Facility Planning Tech
- John Donaghy, Engineering Director



#### Campbell Building Remodel

Confluence Health received the gift of a new building in 2017. The Campbell family extended their philanthropic giving in the community to Confluence Health in the form of what is now known as the "Campbell Building" off Highline Drive in East Wenatchee. Because of the Campbell family's generous donation,

Confluence Health was able to move around 80 staff members to this new location, opening needed clinic space at our other campuses. The building underwent a total renovation, transforming into warm, open-concept office spaces.



# Patient-Family Advisory Council (PFAC)

Confluence Health is committed to offering high-quality, patient-focused care and to ensuring the organization lives up to that promise. From this commitment, the Patient-Family Advisory Council was born. The mission of the Patient-Family Advisory Council is to incorporate the voice of Confluence Health patients and families in decisions and activities to improve and to ensure safe, high-value, patient and family-centered care.

The Patient-Family Advisory Council is made up of strongly motivated patients, family members, caregivers, and Confluence Health staff who contribute their firsthand knowledge to improving patient experience and the overall operation of the organization. The Patient-Family Advisory Council met quarterly in 2017. In each meeting, members of the council offered their insights, input, and both positive and negative experiences, which helped to guide future meeting agendas.



Through their expressing of concerns and requesting topics for discussion, the Council is a forum for direct input and influence on Confluence Health policies, programs, and practices. Members also help to spread the word about this group and are encouraged to share the activities of the council with friends, family and acquaintances, and to bring feedback from these individuals and the community to the meetings.

High-quality, patient-focused care comes from listening to patients, families, and staff and taking to heart what they offer. In this way, Confluence Health can continue to grow, evolve, and offer the best care possible.

#### **Patient-Family Advisory Council Committee Members:**

- Susan Campbell
- Polly Schneider
- Meredith Hilger

- Gail Gilbert
- Dick Langum
- Bill Pierce

### **A Garden for Our Patients**

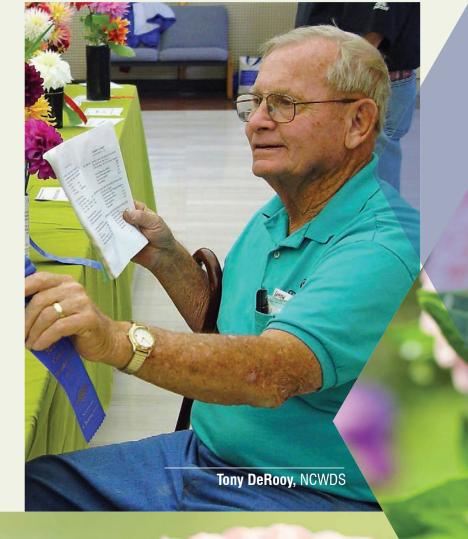
The North Central Washington Dahlia Society (NCWDS) is affiliated with the American Dahlia Society (ADS) and has roots going back to 1964, when it was founded by Tony DeRooy in the Wenatchee Valley.

In early 2017, NCWDS was notified that its demonstration garden—which had lived on the property of Numerica Credit Union since 2003—would have to be relocated due to the credit union's planned expansion. The news of the NCWDS' need for a new location caught the attention of Dr. Peter Rutherford, Confluence Health CEO, and he approached NCWDS to see if they were interested in relocating to the grounds of Confluence Health's Wenatchee Valley Hospital. About the decision he said, "I reached out to the Northwest Dahlia Society and invited them to use space at WVH because I could immediately see how this could improve our patients' experience. As a healthcare system we do not always see patients on their best day, but we strive to offer peace, care, and beauty through all we do. Adding a world-class garden to our campus brings that to our patients and their families." Working with Engineering staff and the Confluence Health Campus Enhancement Committee, NCWDS President Mike Cattin developed a plan to move the demonstration garden to its current site at 820 N. Chelan Ave.

Having the Tony DeRooy Memorial Demonstration Garden on the WVH Campus has improved visibility for the NCWDS and provided improved growing conditions. "Confluence staff has been great to work with, as we've worked through irrigation issues and soil development. The location at WVH has allowed us to demonstrate different methods for improving dahlia growth and maintaining a healthy garden," said Cattin. The garden has brought joy to patients, their families, and WVH employees who regularly visit the rows of beautiful flowers that bloom for almost half the year. The NCWDS shares dahlia bouquets with Confluence Health, providing fragrance-free flowers for patients and others who might have sensitivities.

The increased visibility resulting from shows, gardens and educational opportunities has contributed to the increased use of dahlias in NCW gardens and yards. Both Confluence Health and the NCWDS look forward to their continued partnership.

For more information, visit www.ncwdahlias.org or email the NCWDS at ncwdahlia@gmail.com.



"As a healthcare system we do not always see patients on their best day, but strive to offer peace, care, and beauty through all we do."

- Dr. Peter Rutherford, CEO

# Grateful.

For Our Patients.
For the Communities We Serve.

"Gratitude can transform common days into thanksgivings, turn routine jobs into joy, and change ordinary opportunities into blessings." -William Arthur Ward

Fostering a gratitude practice is one of the best things you can do to improve your relationships, your psychological health, your self-esteem, and your outlook on life. We all have the ability and the opportunity to cultivate gratitude in our daily lives. Set an alarm and start your day by saying out loud one thing you are grateful for. Make a reoccurring task in your to-do list and scribble down your gratitude every day. Do yoga, cook a delicious meal, meditate, go for a run, walk the dog and just be grateful. Be grateful for what you have, for your journey, for your community & the things they do for you, and for the ways in which you can give back.



## Community Support

At Confluence Health we're always thinking of the health and well-being of every child, teen, and family in the communities we serve. We reach beyond our walls every day to fund programs and services that will make all groups safer and healthier where they live. Our commitment to caring for the community is our passion, our duty and our privilege.



Through various programs and donations, we give back to our communities. This list includes organizations who receive over \$2,500 in community support.

- Alatheia Riding Center
- American Heart Association
- American Red Cross
- Boys & Girls Club (Brewster)
   Chapters
- Community Foundation of NCW
- Chelan Douglas Community Action Council
- Children's Home Society
- Epilepsy Foundation NW
- Foothills Middle School
- Icicle Creek Center for the Arts
- Independence Day Celebration 2017
- Mission United

- National MS Society
- National Youth Performers
- Numerica Performing Arts Center
- Run Wenatchee
- Small Miracles
- The Wildfire Project
- Trust for Public Land
- United Way of Chelan and Douglas Counties
- Washington Initiative for Supported Employment (WISE)
- Washington State Public Health Association
- Wenatchee Parks & Rec/Wenatchee Valley Sports

- Wenatchee Rotary Foundation
- Wenatchee Row and Paddle Club
- Wenatchee Sunrise Rotary
- Wenatchee Valley College Foundation
- Wenatchee Valley Humane Society
- Wenatchee Valley MuseumWenatchee Valley YMCA
- WenatcheeOutdoors.org
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- Chelan-Douglas Land TrustChildren's Home Society
- North Central Education
- Foundation
- Wellness Place

#### **Confluence Health Foundation**

The Confluence Health Foundation is a 501(c)(3) charitable foundation whose mission is to develop successful fundraising programs to support regional, high-quality healthcare services at Confluence Health, Central Washington Hospital and Clinics, and Wenatchee Valley Hospital and Clinics for our families and our communities far into the future. Every year the Foundation receives donations from local businesses and individuals which in turn, go back to support the health and wellness of the communities served by Confluence Health. Moving forward, the Confluence Health Foundation will continue positioning its charitable programs for availability to all of Confluence Health's not-for-profit entities.

# **2017** Impact

- Facilitated the purchase of 23 AEDs for Chelan and Douglas County Sheriffs, \$33,570.49
- David Parks was selected as the 2017 Spirit of A.Z. Wells Award recipient
- CARE Channel for CWH inpatients was funded for \$13.680
- Facilitated the purchase of **nine AEDs** for Chelan Co. Fire District
- Scholarships—34 awards totaling \$49,767 and \$63,447 available for certifications
- Four Singleton Awards presented at Nurse Week, totaling \$4,000
- Board of Trustees approved to assist in an opioid program effort to reduce overdose and addiction, up to \$22,500 per year, maximum \$132,000 one-time capped over five years.
- Supported NCW Quilt Guild with \$1,200 to purchase supplies for quilts for palliative care patients
- The 20th Annual golf tournament netted over \$74,000 to benefit the new sterilization room at WVH
- 100 bicycle helmets purchased for \$750 and distributed them free to kids in the Brewster/Pateros area

- Received anonymous real estate gift of \$190,000
- Gala raised over **\$44,000** benefiting the general fund
- Awarded a Regional Impact Grant from NCW Community Foundation for \$5,000 to the Miracle for Babies Program

#### **Charitable Gifts/Philanthropy**

- 1. Provided over **\$41,000** through 11/17 to **35** individuals
- 2. Provided over **\$16,000** to Home Health/Hospice (through 11/17)
- 3. Provided over **\$8,000** to Comfort Therapies (through 11/17)

#### **Grants**

Total grant funding in 2017 = **\$970,014** 

- 1. Breast, Cervical & Colon Health Program (BCCHP)
- 2. HIV Case Management
- 3. Healthplanfinder Navigator Program Lead Organization
- 4. Miracle Milk for Babies
- 5. Small Hospital Improvement Program (SHIP)
- 6. Transforming Clinical Practice Initiative-Pediatrics (TCPI-P)



# Integrity.

## Truth. Trust. Honesty.

Many of us spend the day with our heads stuck in social media apps, picking and choosing the image we show to the world. On your worst day of the year a shiny new selfie can portray that you have everything together, when you actually don't. Perfect lives, perfect jobs, and perfect outcomes are easier than ever to construct, but creating a truth is not necessarily living it. Because of all this, integrity is key for us at Confluence Health. Integrity is the quality of being honest and having strong moral principles. It is about transparency and choosing to do the right thing. Living with integrity ensures that who you really are and the image you show to the world are one in the same. What we present to the world is the true Confluence Health. We are committed to being an open book, honest about our journey, and an organization in which our communities place their trust.



# **Financial Stability**Our Numbers

Gross Patient Service Revenue \$1,320,368,580

Deductions from Revenue \$760,234,040

**Net Patient Revenue \$560,134,540** 

Other Operating Revenue \$140,257,941

Total Operating Revenue \$700,392,480

Total Operating Expenses \$681,567,650

**Operating Margin \$18,824,830** 

**Operating Margin Percentage 2.69**%

Days Cash On-Hand

103

Accounts
Receivable Days

49.2

Charity Care: 9.3 million

Charitable Giving 500k



Every day, more than 115 Americans die after overdosing on opioids. The misuse of and addiction to opioids—including prescription pain relievers, heroin, and synthetic opioids such as fentanyl—is a serious national crisis that affects public health as well as social and economic welfare. In 2017, Confluence Health embarked on a journey committed to reducing these statics in our region.

visit **confluencehealth.org** for more information

#### **Opioid Epidemic Response Team**

**Glenn Adams** SVP Ancillary Services

Sarah Johnson **VP Quality &** Care Excellence

(Retired)

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**Robert Justus, MD Family Medicine** 

Hospitalist

**Kasey Grass Clinical Director of** Integrated Behavioral Services

**Jeanine Allen** SVP Specialty Care

Chris Hogness, MD Staci Jones **Director of Surgical** 

> Michael Sieg **EPIC Program** Director

Services

**Kelly Allen Emergency Care** Services Director **Jenny Sorom** Patient Education **Specialist** 

David Kolde, MD **Medical Director** 

**Primary Care** 

Jason Loewen, MD **General Surgery** 

Kristen Doerr, ARNP Family Medicine

**Jeanette Wood SVP Primary Care** 

Randal Moselev. MD Hospitalist **Medical Director** Quality

#### 1. The Challenge

- To address the prescription drug abuse epidemic
- 2.4 million Americans have severe opioid use disorder
- Overdose deaths from prescription drugs have outpaced mortality from motor vehicle accidents since 2013
- In 2016, life expectancy of middle aged men dropped due to opioid addiction and overdose
- Average annual deaths associated with opioid use in the Confluence Health service area: 17.6

#### 2. The Goal

- Develop a comprehensive and coordinated program to address the prescription drug abuse
- Develop an acute prescription pain algorithm with the goal of reducing the quantity of medications
- Develop a chronic opioid algorithm with the goal of reducing the total morphine equivalents per day (MED) from 120 mg to 80 mg
- Develop a drug diversion committee that coordinates the organizational approach to managing drug diversion

#### 3. The Action: Opioid Epidemic Response Team (OERT) Activities



#### Sub committees formed:

- Acute Pain Workgroup
- Chronic Pain Workgroup
- Drug Diversion Committee



- Disruptive Patient Pathway Implemented
- Acute Pain Algorithm Developed
- Chronic Opioid Algorithm Developed

December 2016

February 2017

May/June 2017

**August-October 2017** 

November/December 2017

Since April 2017,

400+

Gallons

of prescription

medications

deposited

through take-back program



**OERT formed with Executive support** 



Implemented community medication take back program

- Suboxone Incentive Plan approved
- Finalized drug diversion processes
- Patient and staff education

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#### 4. Community Impact: Standard Approach to Opioid Management

#### Appropriate Prescribing

 Reduce overall quantities of prescription pain medications being prescribed

#### **Diversion Prevention**

- Appropriate processes to prevent diversion of prescription medications •
- Diversion Response Team
- Diversion oversite committee

#### Education

- Reset patient expectations regarding pain control (acute and chronic)
- Reset provider expectations regarding pain management
- Improve staff ability to assess prescription pain medication refill requests

# Respect.

# People-Focused. Patient-Centered.

At Confluence Health, respect is the core of our culture. Though we are led by talented individuals, we recognize that we are nothing without the 4,000+ employees who keep us operating. So, we give our providers and staff a voice by inviting them to not only to be a part of the conversation, but to encourage them to start the conversation and bring solutions to the table. We happily listen to their ideas, encourage thinking big, and celebrate the opportunity to put it all into practice.

The same can be said for our patients and their families. We are not doing our job if every patient and family member who enters our facility is not treated equally with respect. With respect, our care is better, their experience is better, and most importantly, their health is better. We've created a culture that ensures all individuals who are a part of Confluence Health—providers, staff, and patients, play a valuable role in shaping the organization and feel empowered in their professional and personal lives.



#### Confluence Health Value System

The Confluence Health Value System (CHVS) leverages our greatest resource – our people – to build processes that ensure the highest quality patient experience. CHVS revolves around Kaizen, (which means incremental change for the good), and around the elimination of waste in processes by those who do the work.

In completing Kaizen improvement events, our goal is to reach zero defects and achieve our organizational mission statement. This management system is our method for constant innovation and engaging staff.

In 2017 there were 23 improvement events. Focused, multi-disciplinary groups worked together to create improvements in processes throughout the organization. These improvements directly support our mission statement.





# Outstanding Patient Experience

In 2017, Confluence Health received for the fifth consecutive year, the "Outstanding Patient Experience Award" from Healthgrades, the leading resource for comprehensive information about physicians and hospitals. This award recognizes Confluence Health among the top 15% of hospitals nationwide. Confluence Health, who has earned the "Outstanding Patient Experience" distinction since 2013, was awarded for providing outstanding patient experience based on doctor and nurse communication, hospital cleanliness and noise levels, and medication and post-discharge care instructions.

"Patient experience metrics resonate with consumers as they evaluate hospitals and select where they want to receive care," said Brad Bowman, Chief Medical Officer, Healthgrades. "We commend those hospitals that have achieved the Healthgrades 2017 'Outstanding Patient Experience Award' for their commitment to delivering superior care experiences to patients during a hospital stay."

The award is based on the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) patient survey data from the Centers for Medicare and Medicaid Services (CMS).



Confluence Health has been selected as one of the "150 Great Places to Work in Healthcare | 2017" by industry publication Becker's Hospital Review. Confluence Health was recognized for its outstanding corporate culture, competitive benefits to employees and clinicians, and most importantly, a collaborative environment that allows employees to thrive. "It is an honor to be recognized for this award," said JoEllen Colson, VP of Human Resources at Confluence Health. "Confluence Health continues to be an organization united by our mission and core values and is passionate about creating exceptional patient experiences every day. Being named to the '150 Great Places to Work in Healthcare' list further validates the collaborative culture we've built that fosters an environment in which clinicians and staff can excel in their careers." The "150 Great Places to Work in Healthcare" list features healthcare provider organizations and other healthcare-specific companies. The winning organizations encourage professional development among their employees, promote tomorrow's leaders, and encourage volunteering and community engagement.

# Compassion.

We Care. We Help. We Heal.

Compassion is often confused with empathy. Empathy, as defined by researchers, is the affecting or emotional experience of another person's feelings; the mirroring of emotions with another individual. Empathy does not require action; it's feeling alone. Compassion, on the other hand, takes that feeling a step further. Compassion is the emotional response to another's perceived suffering and involves the authentic desire to help. With compassion, caring and acting are woven together. Human beings automatically and instinctually go out of their way to help others in need, overcoming obstacles to do so. We do this not because we think it's the right thing to do, but because it's what we have to do. We are wired to be compassionate.

It is this instinctual response of compassion that drives the care at Confluence Health. No patient will be turned away without receiving the care they deserve, no matter what their situation. We don't just feel for their sufferings or ailments, we take action to help and to heal—every time.

### **Compassionate Care Program**

Driven by our mission, we will not exclude or deny benefits to any person on the grounds of race, national origin, gender, sexual orientation, marital status, disability, age or financial income in the admission to, participation in, or receipt of medical services. Confluence Health's Compassionate Care Program provides financial assistance for medical services to uninsured and underinsured patients who meet eligibility requirements. In 2017 Confluence Health provided \$9.3 million in compassionate care throughout the region.



By age 28, Jamey Jo Steele had undergone 15 operations and hospital stays. Two separate leg amputation surgeries brought her to Confluence Health, including recovery in Acute Rehab to gain the skills needed to return home to her everyday life. Jamey found inspiration during her stay from the team at Confluence Health. They "were NOT going to let me give up!" Jamey stated that her most memorable experience was when "Tony from Physical Therapy took me outside the clinic in my wheelchair to the bottom of a wheelchair ramp in the parking lot and said, 'get going!' I thought the guy was crazy, but I managed to lug myself up that ramp just using my arms. I was sure I couldn't do it, but the feeling of accomplishment when I got to the top was awesome." In Confluence Health she found "a knowledgeable team that understood the care challenges and needs of an amputee.

I don't think I would have been as successful anywhere else."

# Quality.

Award-Winning Care. World-Class Healthcare Professionals.

At Confluence Health we strive for quality because of you. We are committed to providing you with high-quality service and access to world-class medicine because we believe that level of care should not be an exclusive privilege of larger cities and metropolitan areas. Every day we live our vision and work to become the highest value rural healthcare system in the nation. 2017 has proved to bring us closer to this goal with national awards recognizing our service, our providers, and our culture of excellence.



















visit confluencehealth.org/awards for details



#### New Physicians



Armstong, MD Moses Lake

Mark

Johnson, MD

Pierce, MD



Campbell, DO

Stephen

Rose, MD

Bill

Lewis, MD



Charles, MD Family Medicine Methow Valley



Timothy Clement, MD



Jeanne de Graham, MD Leon, MD Internal Medic



Hall, MD Family Medicine





Intan, MD



Roy Lin, MD



Kathleen Love, MD



Charles McCormick, MD McLaren, MD Palliative Care



Liane Mizgala, MD Labor & Delivery





Morris, MD



Simita Singh, MD



Stewart, MD



Stoll. DO



Stoll, DO Family Medicine



Swidler, MD



Lindsay Thelin, MD

#### Vickery, MD Wagner, MD Labor & Delivery

New APCs



Bates, DNP



Cassandra Bogdan, PA-C





Briggs, CNM, ARNP Midwifery



Wertz, DO

**Butler**, **ARNP** 

Dustin

Walk-In Clind

Hurter, PA-C





Vickie Chase, PA-C



Casey Deal, PA-C



Decker, ARNP

Miles, PA-C



Duanne, ARNP



Cecilia Ohman, ARNP Orthopedic Surgery



Duvall, ARNP

Behavioral Health Wenatchee

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Parnell, ARNP Ritter, ARNP



Rose, ARNP East Wenatchee



Christopher Vodila, DNP Family Medicine



Kristine

Kehler, ARNP

Wager, PA-C



Wenatchee



Wilson, PA-C Family Medicine



Liebling, PA-C

### **CH** | Executive Leadership Team



Stu Rutherford, MD Freed, MD



Mitch Garrison, MD WVMG Board Chairman



Vikki Noyes, COO



Jim Wood, CAO Chief Administration



John Doyle, CFO



Tracey Kasnic, CNO Chief Nursing



Pageler, CIO

## **CH** | Board of Directors



#### Top row It to rt:

Scott Duncan, Julie Smith, MD, Gautam Nayak, MD, Rick Hourigan, MD, Jenny Cravens, Mitch Garrison, MD, Gus Heinicke, Toby Bond, MD, Robert Trask Jr., Frank Kuntz, Vice Chair & Treasurer

#### Bottom row It to rt:

Doug Shae, Patricia (Ortiz) Wachtel, Kristine Loomis, Chair, Laura Mounter, Jim Murray, MD

