



2015  
Annual Report



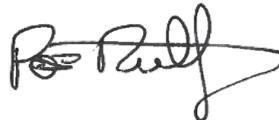
# CEO WELCOME

Confluence Health had a busy year of growth in 2015. The goals since our inception have been to maintain the long-term viability of locally directed and controlled healthcare in the region, improve the value of patient care (which includes improving quality and lowering costs), ensure local access to a wide range of reliable services, and efficiently adapt to changing care and payment models through improved collaboration between inpatient services, outpatient services and home care. We continue to make steady progress on all of these goals, and our leadership feels strongly that this continues to be the right direction for our organization and healthcare in North Central Washington. This year we have expanded our locations and number of physicians and staff.

We realize there is much more we need to do in order to be a highly functional integrated healthcare system where we consistently provide the right care, in the right way, by those with the right skills, at the right time and place for all whom we can help. This will be a multi-year effort for all of us, and we cannot do it alone. I am very pleased with the interest and spirit of collaboration in the region and with the progress that has been made to date. This is a team effort, and we would not be where we are without each and every person who has been a part of the journey.

In closing, I would like to take this opportunity to thank publically the Confluence Health physicians and staff for their hard work, and our patients for trusting us to help them with their individual efforts to improve their health and quality of life.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Rutherford". The signature is stylized with a large, sweeping flourish at the end.

*Peter Rutherford, MD*  
Chief Executive Officer

## MISSION STATEMENT

Confluence Health is dedicated to improving our patients' health by providing safe, high-quality care in a compassionate and cost-effective manner.

## CORE VALUES

- 1** Our patients are the reason for our being, and their needs will drive all of our actions.
- 2** We will treat everyone (including patients, their families, referring offices and colleagues) with dignity, respect and compassion.
- 3** We will work as a team, utilizing collaboration, active participation and open communication among all physicians and staff.
- 4** We will continue to innovate ways to improve the delivery of excellent, high value care.
- 5** We will measure successes and failures and use the results to drive further improvement.
- 6** We will be a good neighbor in the communities we serve with donations of time, talent and capital.
- 7** We will be ethical and accountable in all of our decisions and actions.

## ABOUT US

Confluence Health is an integrated, rural healthcare delivery system with two hospitals, multi-specialty care in over 30 service lines, and primary care in 11 communities across North Central Washington state. Our 270 physicians and 130 advanced practice clinicians serve an area of approximately 12,000 square miles and cover nearly every corner of this region through specialty outreach.

# CONFLUENCE AT A GLANCE

3600+  
*employees*

270+  
*physicians*

30+  
*specialties*

12  
*locations*

1 million+  
*sq ft of space*

200+  
*hospital beds*

12,000<sup>sq</sup><sub>mi</sub>  
*service area*



 **Central**



1.1 million+  
*operating room  
minutes annually*

42,771+  
*acute patient  
days*

7,100+  
*TCU patient  
days*

47% *of CWH  
inpatients are from  
outside the greater  
Wenatchee area*

868,000+  
*outpatient visits  
per year*

13,600+  
*surgeries  
annually*

1400+  
*newborns*

62% *of WWH  
patients are from  
outside the greater  
Wenatchee area*

# FOUR PILLARS

Confluence Health defines, measures and communicates what success means for us by using four strategic pillars.

These pillars help us evaluate why we are here, what we want to accomplish, how we determine our progress, and how we share that information with our physicians, employees, patients and communities.

1

**REGIONAL RELATIONSHIPS**

2

**CULTURE OF SAFETY AND VALUE**

3

**FINANCIAL STABILITY**

4

**CONTINUOUS IMPROVEMENT**



# REGIONAL RELATIONSHIPS

## METHOW VALLEY CLINIC

In January 2016, Confluence Health opened its Methow Valley Clinic serving Winthrop and surrounding areas. Formerly known as the Country Clinic, this facility and its assets were sold to Confluence Health by Dr. Ann Diamond, who agreed to continue seeing patients there. She is joined by Dr. Leesa Linck; Dr. Michael Tuggy; Danielle Micheletti, PA-C; and Phoebe Hershenow, ARNP. Together, this team will continue supporting Confluence Health's mission to provide local, high quality healthcare in a safe, efficient and cost effective manner.

# 1

# STEMILT CLINIC

Last year, Confluence Health partnered with Stemilt to offer free, accessible, workplace-based healthcare to the employees at Stemilt's Euclid location. Known as the Confluence Health Stemilt Clinic, this exciting new model of healthcare provides active Stemilt employees and their immediate dependents with no-cost medical services regardless of those individuals' insurance coverage status.

Staffed by Dr. Christian Kovats and two bilingual medical assistants, Confluence Health's Stemilt Clinic offers same-day appointments for primary care and minor procedures, along with an on-site pharmacy and lab. Some of the available services include the treatment of common illnesses and minor injuries; childhood vaccinations and well-child exams; the evaluation and treatment of occupational injuries; chronic disease management; annual wellness exams; and sports physicals.



# BEHAVIORAL HEALTH

*By Tessa Timmons*

Service Line Director, Behavioral Health

The demand for behavioral health services in North Central Washington has surpassed capacity, resulting in significant unmet needs. To offer timely access to high quality, effective, behavioral health services that improve the medical outcomes for patients, Confluence Health recently embarked on a significant expansion of its Behavioral Health Service Line.

In the greater Wenatchee area, two distinct outpatient behavioral health clinics were established for adults and children, providing increased focus on the specific needs of each population. The Adult Behavioral Health Clinic has one psychiatrist, two psychiatric nurse practitioners and two licensed therapists, while the Youth Behavioral Health Clinic has one psychiatric nurse practitioner specializing

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in child/adolescent mental health and five licensed therapists. In the Columbia Basin, mental health services were expanded at the Moses Lake Clinic, which now has two psychiatric nurse practitioners and one licensed therapist.

Complementing the enhanced outpatient services is an integration of behavioral health into the local primary care medical clinics, offering improved access to behavioral specialists who can provide short-term care while collaborating with, and referring to, the outpatient behavioral health clinics for ongoing care. This integrated model enables a patient to be seen by the right specialist at the right time, resulting in better coordination of care between the primary care provider, the behaviorist and the patient. Confluence Health is currently recruiting post-doctoral residents to fill these roles (individuals who have completed their PhD in clinical, counseling or health psychology), with a goal of having two residents in Omak/Tonasket, two in Moses Lake and two in Wenatchee.



CULTURE OF  
**SAFETY**  
& **VALUE**

2

# MAMMOGRAPHY GUIDELINES

*By Randal Moseley, MD*

Medical Director, Quality and Care Transformation

Breast cancer is one of the most common cancers among women over a lifetime, but the potential life-saving benefit of screening mammograms is different for each woman. Women need to consider their personal risk of breast cancer and their own feelings about the potential benefits and harms of screening. Good information to help guide women in this decision is not widely available.

Confluence Health feels it is very important for our patients to have this information, so we put together a panel of primary care, women's health, cancer and X-ray specialists to tackle this problem. This group created informative tools to help our patients decide what is right for them. We encourage women to read them and discuss screening mammograms with their primary care providers.

## OUR RECOMMENDATIONS:

These guidelines are intended for healthy women. Those who currently have pain or lumps in their breasts should contact their primary care provider right away and not wait for a screening test.

### Ages 40-49

Confluence Health recommends a baseline mammogram at age 40 as part of this risk assessment. This will show breast density, which relates to future cancer risk.

### Ages 50-74

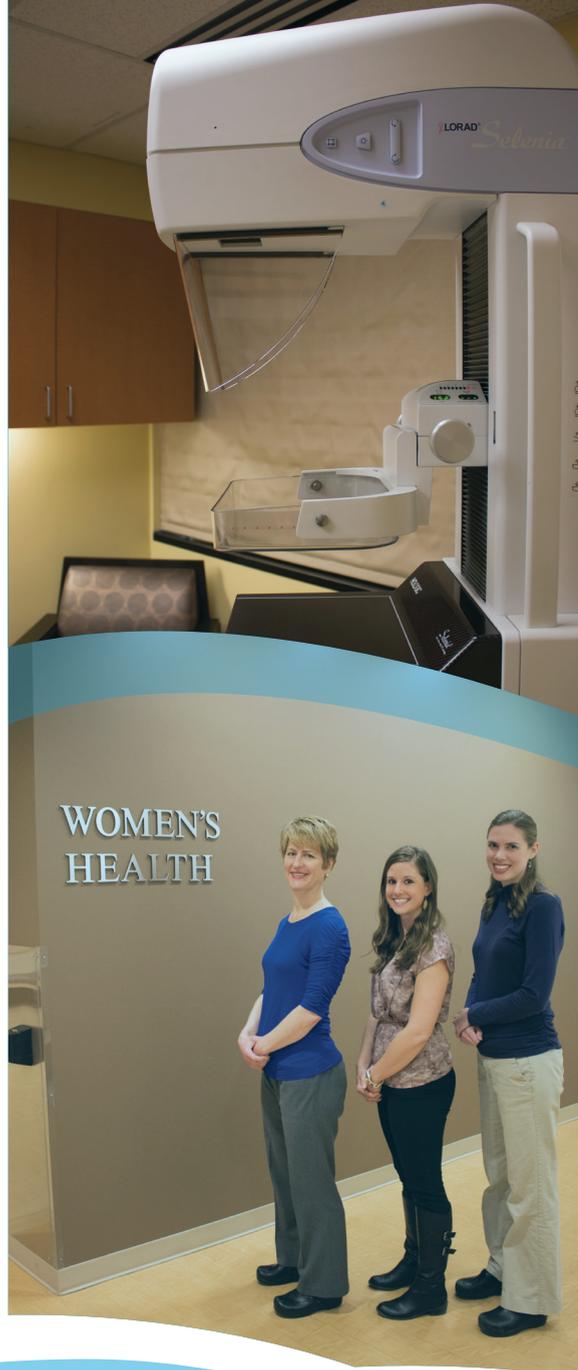
Confluence Health recommends all women in this age group have a screening mammogram at least once every two years.

### Ages 75+

Confluence Health recommends women in this age group discuss with their primary care provider whether to continue screening mammograms. The value of continuing routine mammograms for a woman in this age group depends greatly upon her age and overall health.

For more information, visit

[ConfluenceHealth.org/mammograms](http://ConfluenceHealth.org/mammograms)



# CULTURE OF SAFETY & VALUE

## ACUTE REHAB

*By Jacob Egbert, DO*  
Medical Director, Inpatient Rehabilitation

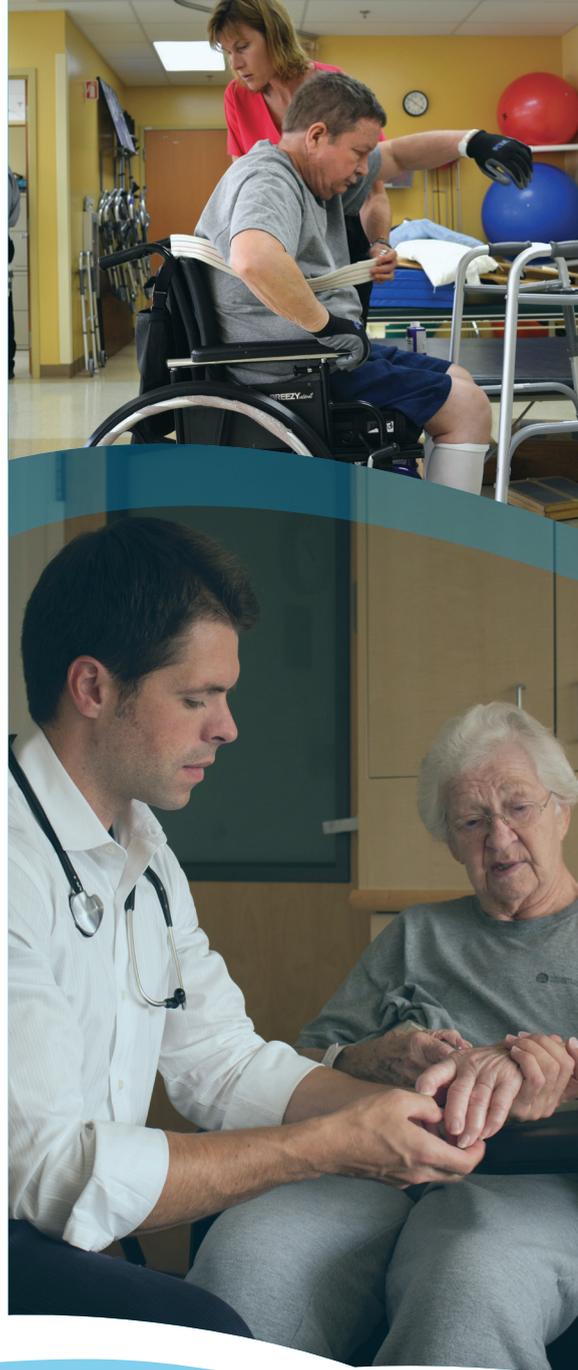
Often unknown and unseen, inpatient rehabilitation plays an important role in the community. When an unfortunate event such as a stroke or spinal cord injury occurs, patients and families can be left devastated and feeling lost. Once patients have been medically stabilized in the acute hospital setting, their ability to return home can be severely complicated by a loss of functional independence. For those patients who qualify for our services, inpatient rehabilitation can be a life changing opportunity. We are able to take these individuals and provide a multidisciplinary team to help them regain their independence. We offer daily physical, occupational and speech therapy services, along with nursing and support staff all under the direction of a trained rehabilitation physician.

# PATIENT SUCCESS STORY

*Julio was admitted to the Rehabilitation Center at Wenatchee Valley Hospital after having back surgery to remove a mass, which left him partially paralyzed in his arms and legs. That meant he could feel his arms and legs but was unable to functionally use them. Upon admission, Julio needed total assistance with all activities of daily living. He was unable to sit in a chair without the assistance of two people for transfers, or to balance while sitting. He was unable to use his arms to perform functions such as eating, he was wheelchair dependant, and he could not move himself or get anywhere in it without assistance. Julio was not expected to walk again.*

Julio was a great patient. He was motivated and had a supportive family. His wife stayed by his side and learned everything she could to help him be successful after he was discharged from our facility. The process was slow, but by the time

*(continued on p. 16)*





## PATIENT SUCCESS STORY

*(continued from p. 15)*



Julio went home, he was transferring himself with supervision, eating without assistance, wheeling himself in the wheelchair 40 feet, walking more than 200 feet with a front wheel walker with supervision, and ascending and descending 12 stairs with assistance from one person. His grip returned to both hands—and so did his smile!

Julio's continued recovery is successful because of his dedication, willingness to participate in therapies, and determination to improve his health and well being. We are thankful to have had Julio as a patient and are thrilled for his continued success.

# FISCAL YEAR 2015

Gross revenue:	<b>\$1,126,331,957</b>
Deductions:	<b>(\$613,247,417)</b>
<b>Net patient revenue:</b>	<b>\$513,084,540</b>
Other operating revenue:	<b>\$110,040,937</b>
Total operating revenue:	<b>\$623,125,477</b>
Total operating expense:	<b>\$605,681,411</b>
<b>Operating margin:</b>	<b>\$17,444,066</b>
Operating margin percentage:	<b>2.80%</b>
Non-operating margin percentage:	<b>(3.71%)</b>
Days cash on hand:	<b>77.87</b>
A/R days:	<b>47.40</b>
Charity care:	<b>\$10,856,527</b>
Bad debt:	<b>\$8,296,024</b>
Charitable giving:	<b>\$550,000</b>

# FINANCIAL STABILITY

3.85 days  
*CWH average stay*

4.70 days  
*WVH average stay*

116  
*CWH average daily census*

1,460  
*newborn deliveries*

10,957  
*Inpatient acute admits*

13,647  
*surgery cases*

868,200  
*total patient count*

1,138,022  
*operating room minutes*

# FINANCIAL STABILITY

# CONFLUENCE HEALTH FOUNDATION

## **Mission:**

The Confluence Health Foundation serves to develop successful fundraising programs to support regional, high-quality healthcare services for our families and communities far into the future.

In 2015, the Confluence Health Foundation provided over \$628,000 for program support and equipment purchases to Confluence Health. For more information on supporting Confluence Health through estate planning and/or making charitable gifts to the Confluence Health Foundation, contact the Foundation office at (509) 665-6030 or visit [ConfluenceHealthFoundation.org](http://ConfluenceHealthFoundation.org).

# 3

# 2015 PHILANTHROPIC IMPACT THROUGH CHARITABLE GIFTS

- Purchased a crash cart for the Trauma Department.
- Received two estate gifts totaling over \$166,000.
- Sponsored a Nurse Week guest speaker.
- Established an exoskeleton financial assistance endowment of \$150,000.
- Annual golf tournament netted \$51,000, benefitting the exoskeleton financial assistance endowment.
- Spirit of A.Z. Wells Gala netted \$61,000, benefitting the exoskeleton financial assistance endowment.
- Annual appeal campaign supporting palliative care met its goal of \$50,000.
- Received an anonymous \$20,000 gift to Home Health Hospice.
- Provided \$47,300 for employee scholarships.
- Raised over \$264,000 for pediatric heart monitors and infant security system.
- Provided \$8,000 for quilts to palliative care patients.



# CONTINUOUS IMPROVEMENT

# 4

## DEVELOPMENT OF SERVICE LINES

When Confluence Health was formed in 2013, the organization set a goal of improving the coordination of care across services provided in its regional clinics, in the hospital and in patients' homes. To that end, Confluence Health made a significant change to its organizational structure in 2015 by adopting the "service line" model — an approach already put into practice by industry leaders such as the Carle Clinic and the Cleveland Clinic.

Service lines allow strategic focus on quality outcomes, customer satisfaction, consumer demand and overall value. Overseeing the new service lines are individual service line directors, who are responsible for bridging the continuity of care for patients and working with physician managers and practice managers to accomplish this.

## EXAMPLES OF SERVICE LINES

### Ancillary Services

- Pharmacy
- Laboratory
- Radiology
- Rehabilitation Services

### Primary Care

- Family Practice
- Internal Medicine
- Mother/Baby and Pediatrics
- Occupational Medicine
- Behavioral Health

### Specialty Care

- Muscular-skeletal
- Cardiovascular
- Oncology
- Surgical Services
- Neurosciences
- Medical Specialties

### Hospital Care

- Hospitalized Patient
- Surgical
- Emergency



# NEW PROVIDERS

Please welcome these new providers who joined Confluence Health in 2015.



In alphabetical  
Order:  
Left to right



Amna  
Ahmed, MD  
**Cardiology**  
Moses Lake



Jill  
Campbell, MD  
**Family Medicine**  
East Wenatchee



Bonnie  
Cho, MD  
**Women's Health**  
Wenatchee



Ellen  
Mateo, MD  
**Pediatrics**  
Wenatchee



Sara  
Norris, DO  
**Family Medicine**  
Omak



Eric  
Olson, MD  
**Family Medicine**  
Wenatchee



Genevieve  
O'Sullivan, MD  
**Hospitalist**  
Wenatchee



In Alphabetical  
Order:  
Left to right



Jamie  
Allen, LMFT\*\*  
**Behavioral Health**  
Wenatchee



Debra  
Barham-Nokes, ACNP  
**General Surgery**  
Wenatchee



Chelsea  
Brown, PA-C  
**Orthopedics**  
Wenatchee



Joshua  
Gewirtz, PA-C  
**Family Medicine**  
Brewster



Talyn  
Gray, PA-C  
**Family Medicine**  
Omak



Heather  
Hill, LICSW  
**Behavioral Health**  
Wenatchee



Joel  
Hix, DPM  
**Podiatry**  
Wenatchee



Colleen  
Ryan, DPT  
**Physical Therapy**  
Wenatchee



Tamara  
Stambaugh, ARNP  
**Family Medicine**  
Wenatchee



Rich  
Stowe, PA-C  
**Hospitalist**  
Moses Lake



Ed  
Thomas, CRNA  
**Anesthesiology**  
Wenatchee



Puneet  
Gill, MD  
**Hospitalist**  
Wenatchee



Dennis  
Kirby, MD  
**Anesthesiology**  
Wenatchee



Kimberley  
Kleckner, MD  
**Family Medicine**  
Omak



Christian  
Kovats, DO  
**Family Medicine**  
Stemilt



Yongqing  
Li, MD  
**Hospitalist**  
Moses Lake



Eric  
Liedtke, DO  
**General Surgery**  
Wenatchee



Theresa  
Linam, DO  
**Anesthesiology**  
Wenatchee



Nicole  
Linn, MD  
**Family Medicine**  
Wenatchee



Heather  
Preissler, DO  
**Internal Medicine**  
Wenatchee



Daniel  
Pugmire, MD  
**Pediatrics**  
East Wenatchee



Vaqar  
Shah, MD  
**Hospitalist**  
Wenatchee



Heather  
Silvers, MD  
**Anesthesiology**  
Wenatchee



Elizabeth  
Stuhlmiller, MD  
**Family Medicine**  
Tonasket



Wesley  
Whitson, MD  
**Neurosurgery**  
Wenatchee



Garrett  
Wolter, DO  
**Behavioral Health**  
Wenatchee



Ross  
Brown, PA-C  
**Family Medicine**  
Omak



Mandi  
Burton-Carter, PA-C  
**Hospitalist**  
Moses Lake



Christopher  
Campbell, PA-C  
**Family Medicine**  
East Wenatchee



Nicole  
Castleman, PA-C  
**Cardiology**  
Wenatchee



Marcos  
Chavez, PA-C  
**Hospitalist**  
Wenatchee



Maggie  
Ellings, DNP  
**Oncology**  
Wenatchee



Beth  
FitzGerald, LMHC  
**Behavioral Health**  
Wenatchee



Iris  
Fung, AuD  
**Audiologist**  
Moses Lake



Jordan  
Knox, PA-C  
**Hospitalist**  
Wenatchee



Karen  
Kunz, DPT  
**Physical Therapy**  
Wenatchee



Beverly  
LaMar, ARNP  
**Anticoagulation**  
Wenatchee



Kristin  
Lentz, ARNP  
**Geriatrics**  
Wenatchee



Dianna  
Magginnetti, ARNP  
**Behavioral Medicine**  
Wenatchee



Debra  
Pugh, FPMHNP  
**Behavioral Health**  
Moses Lake



Victoria  
Russ, ARNP  
**Walk In Clinic**  
Wenatchee



Mary  
Russell, ARNP  
**Neurology**  
Wenatchee



Rimvydas  
Veitas, DPT  
**Physical Therapy**  
Wenatchee



Zarima  
Whiting, FNP  
**Internal Medicine**  
Wenatchee



Hannah  
Woodworth, PA-C  
**Anticoagulation**  
Wenatchee



Lenora Jean  
Young, ARNP  
**Anticoagulation**  
Wenatchee



Sandra  
Youngworth, ARNP-BC  
**Oncology**  
Wenatchee

Erica Hickson, NP  
**Walk-In Clinic**  
Wenatchee

Ashleigh Stephens, DPT  
**Physical Therapy**  
Wenatchee

Not Pictured:

Barbara Yearty, PA-C  
**Cardiology**  
Wenatchee

Terry Yearty, PA-C  
**Hospitalist**  
Wenatchee

