2016
Community Benefit Report

ValleyHealth
Healthier, together.
Committed to the Community We Serve.
November 2016

Dear Neighbor,

Commitment is defined as “a promise or pledge to do or give something.” At Valley Health we take our commitment to our mission, “serving our community by improving health,” to heart, and this commitment drives everything we do. From the quality patient care we provide at all six Valley Health System (VHS) hospitals to our wellness, outreach and educational programs, ensuring that families, friends, and neighbors experience good health—and excellent health care—is our focus each and every day.

As a regional, not-for-profit health system and the northern Shenandoah Valley’s sole provider of hospital and emergency medical services, Valley Health’s commitment to the community runs deep and is multifaceted. The preparation of our Community Benefit Report for our community and the Internal Revenue Service gives us the opportunity to highlight a few of the many ways Valley Health’s commitment is demonstrated in works and initiatives. In addition to “traditional” health care services provided to sick or injured individuals, Valley Health offers health and wellness programs, support groups and free screenings; invests in local civic, educational and nonprofit organizations through grants, sponsorships, and other in-kind support; and serves the area’s neediest with charity care, discounted services and financial counseling. Additionally, we are committed to preparing a workforce of the future by providing students with job training, scholarships, camps and career fairs, and we partner with the area’s schools and universities to prepare tomorrow’s health providers.

On the following pages you’ll read about the care and services provided in 2015 to our youngest and oldest patients, our work inside and outside our hospitals, our programs in schools and faith communities, and our treatment of those with chronic, lifelong disease and those requiring emergency, lifesaving treatment. We are committed to caring for the bodies, minds and spirits of the patients and families we are privileged to serve, and some of the ways we fulfill that commitment are spotlighted in this Community Benefit Report.

We are humbled by and proud of our dedicated team of caring professionals who work diligently and with compassion in our community, both as employees and volunteers. We also are honored to serve every resident in the northern Shenandoah Valley, and we thank each of you, our friends and neighbors, for all you do to support us as we build healthier communities. Our combined efforts on this shared journey will most certainly result in a future where we are “Healthier, together.”

Sincerely,

Joseph F. Silek, Jr.  
Chair, Board of Trustees

Mark H. Merrill  
President and CEO
Committed to Serving Residents Where They Work, Play and Worship

When you say “hospital visit,” most people think about an unplanned trip to the emergency department or an appointment for a surgical or diagnostic procedure. But the Valley Health team believes in taking quality care outside the hospital, into the community, to serve area residents as they carry on their daily activities. Annual wellness festivals and safety fairs provide hands-on learning experiences. Our mobile Health Coach visits local businesses, malls and county fairs to share preventive care and wellness information.

Valley Health supports the Faith Community Nursing (FCN) program. These 54 registered nurses advance wellness beyond the walls of our six hospitals, serving over 45 churches and synagogues by providing health screenings and education, making home visits, and leading support groups. We estimate that, in 2015, these caring advocates touched over 10,000 people, leading bereavement groups and information sessions on advance directives, stroke, heart health, sun safety, travel safety, teen stress management, addiction, and more.

And Valley Health is committed to these dedicated health care ambassadors. We offer scholarships so that they have opportunities to take required coursework, and we provide financial and in-kind support for the Annual FCN Health Ministry Retreat, which gives this devoted team of professionals the opportunity to learn, connect, rest and recharge. We support them because they support and care about you, our families and neighbors.
Committed to Nurturing Healthy Families

Walk through Winchester Medical Center’s Neonatal Intensive Care Unit (NICU) and you’ll make a few observations. You’ll see low and high tech measures that keep babies safe, from hand washing stations to sophisticated medical equipment designed to treat our tiniest patients. You’ll see dimly lit private rooms, with families sharing the excitement a new baby brings. Also noticeable is the calm, kind demeanor of the nurses, doctors and staff, and the peaceful quiet that fills the hallways.

What may not be readily visible to visitors is the sophisticated medical treatment given to incredibly small and sick infants, some of whom are born substance-dependent. The NICU at Winchester Medical Center is the only one in the tristate area with the special resources needed to care for these babies, including those born to drug-addicted parents.

“Our staff understands that these parents are struggling with a chronic neurologic disease, that they need help, and they often don’t have insurance or cash,” says Teresa Clawson, MD, medical director for the Neonatal Intensive Care Unit. That the babies born to these mothers experience Neonatal Abstinence Syndrome (NAS) doesn’t deter staff from keeping a positive attitude, despite concerns about what happens to parents and infants after discharge from the hospital. “We have the babies for only a short time. Their long-term environment is also critically important.”

That’s one reason why Valley Health deployed multiple resources to help combat substance abuse in 2015. Hiring a social worker to counsel and support new parents and working with community partners are a few of the many ways our team identified at-risk mothers before they gave birth and aligned resources for families after their babies were discharged from the hospital. Free and low-cost classes on child birth education, breast feeding and infant CPR are offered in Front Royal and Winchester. Grants have been made to dozens of local organizations that provide treatment and assistance to new parents struggling with substance abuse, because healthy families make our community healthier.
Committed to Empowering Those with Chronic Disease

“How will I know what to eat?” That’s one question patients who have been newly diagnosed with diabetes ask nurse Pam Francis, a certified diabetes educator, who leads a Valley Health diabetes support group. The answer is always the same: diabetes is manageable, and in fact, Valley Health’s Chronic Disease Resource program, with free support groups and screenings at all six hospitals, offers tools to empower patients with a range of chronic conditions.

Hampshire and War Memorial Hospitals are committed to seeing that patients in West Virginia have access to diabetes support groups, self-management education and nutrition guidance. The nurse educators at both hospitals offer information and training on a range of topics including blood glucose monitoring, insulin self-management, insulin pump therapy, pregnancy and diabetes, foot and wound care, medical nutrition therapy, and weight management and exercise. Annual diabetic retinopathy screenings, grocery store tours led by a registered dietitian, and cooking demos such as the Cooking a Healthy Harvest class, were also offered in 2015 as part of this comprehensive program. Additionally, the Diabetes Kids Camp at Hampshire Wellness & Fitness provided those ages 8 to 18 the chance to connect with peers, and learn self-care in a fun setting while exercising, swimming and cooking.

“Valley Health’s Diabetes Support Group, offered in partnership with the Hampshire County Diabetes Coalition, has been a great source of information and sharing for those in our community dealing with diabetes,” notes Ruth Rowan, a support group participant and advocate for rural health. “Pam has been an inspiration, dispensing comfort, knowledge and guidance on making healthy daily choices, setting goals, and managing symptoms.” As with all Valley Health programs on chronic disease, the goal is to prevent long term complications, avoid hospital stays, and most of all, improve quality of life for patients.
Committed to Saving Lives through Public Awareness

“It’s Probably Not a Heart Attack.”

“It’s Probably Just Heart Burn.”

“I’m Just a Little out of Breath, it’s Nothing.”

For some, these excuses become “infamous last words.” But that doesn’t have to be the case. In most situations of heart attack, your body tells you to ask for help. Yet many dismiss the signs, with serious consequences. “Data collected by Valley Health has indicated an alarming rise in the average time it takes for local patients to seek treatment after the onset of heart attack symptoms, and sadly for some, the outcome can be dire,” offers Gregory W. Allen, MD, medical director of Page Memorial Hospital Emergency Department.

To educate the community about the importance of calling 911 when a heart attack occurs, Valley Health invested in a public awareness campaign in 2015. The award-winning Infamous Last Words campaign appeared online, on the radio, in the newspaper, and on billboards across the region. The bold messaging encouraged people “to speak up by calling 911. Immediately. Because minutes saved equals lives saved.”

Seen and heard by thousands of people, the six month campaign is credited with saving lives as multiple cardiac patients cited the ads as a primary reason for calling 911. Along with the Heart Attack Risk Program (HARP) that offers free screenings to help individuals understand key modifiable risk factors, the Infamous Last Words campaign illustrates how the heart team at Valley Health is working to increase awareness. Educating our friends and neighbors about the myths and misconceptions about heart attack, and addressing the critical role the patient must play are priorities – because no matter how quickly our team acts, life-saving care cannot begin until someone picks up the phone.
Committed to Healing the Body, Mind and Spirit

Valley Health recognizes that strong mental health is as important as good physical health for people of all ages, however older adults may face other health and lifestyle challenges that can impact mental well-being. Depression, anxiety, chronic disease-related pain and/or addiction to pain medications, and dementia can be debilitating. Many older adults in our communities experience barriers to treatment, such as transportation challenges, limited financial resources, a lack of understanding about counseling, and the stigma associated with mental illness. These factors make some reluctant to seek treatment.

Valley Health’s Senior Outpatient Behavioral Health Program provides a lifeline for patients 55 and older. With locations in Woodstock and Winchester, the program offers intensive individual, group and family therapy sessions. These can make life-changing differences.

Patients credit the program staff with “giving me back my joy” and providing “a safe and encouraging environment with people who understand life’s pitfalls…and who offer encouragement and support.” And best of all, the program offers patients freedom from isolation and loneliness, which can worsen mental health issues, and are often factors in rural areas where care options may be limited.

Valley Health’s support of this program at Shenandoah Memorial Hospital, including transportation services for those within a 30-mile radius of Woodstock, ensured that 40 residents in rural Shenandoah County and surrounding areas received the care they needed in 2015.

“The program is a safety net for patients in between their doctor visits and provides that all important connection to other people, community agencies and support groups,” notes Diane Ricci, LCSW, clinical manager and program director of Outpatient Behavioral Health Services for Valley Health. “It’s especially important for people struggling with mental health concerns to know they are not alone, and that’s the kind of encouragement we provide.”
Providing health care has become more complicated and technology-based, and requires a cadre of educated and well-trained professionals. Valley Health’s commitment to the present and future healthcare workforce is highlighted in a range of educational activities that ensure your caregivers have the sophisticated technical skills necessary to care for you and your loved ones. From offering college classes onsite to sponsoring continuing education and conferences, Valley Health strives to provide its team convenient access to quality education.

Valley Health also partners with local universities to train our workforce and attract top quality talent to the region. Many area residents benefit from the care provided by physicians training in the Valley Health-Virginia Commonwealth University Family Practice Residency program based at Warren Memorial Hospital. Valley Health also committed $500,000 to support the construction of new simulation suites at Shenandoah University (SU). These hands-on skills laboratories mirror the facilities and functions found in emergency, labor and delivery, intensive care and other hospital departments.

Joy Tindell, RN, BSN, was a U.S. Air Force veteran and mental health counselor with a degree in forensic psychology when she decided to return to college for a nursing degree. She participated in SU’s Accelerated Second Degree program, and was one of the first students to train in the simulation suite. “The simulation labs are a really effective hands-on teaching tool,” Tindell notes. “The labs allowed me to apply what I had learned in the classroom, and hone my skills in a safe environment. The simulation ‘dummies’ can even talk to you, and let you know if you’ve hurt them! Working in the SU labs was excellent training for my current job in the Emergency Department at Winchester Medical Center, and I am blessed to have had the opportunity to learn in such an amazing facility.”
## Community Benefit by the Numbers

### Valley Health 2015 Community Benefit by Category (in millions)

#### A. Charity & Unreimbursed Care

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity Care at Cost</td>
<td>$23.9</td>
</tr>
<tr>
<td>Unreimbursed Cost of Medicaid</td>
<td>$17.6</td>
</tr>
<tr>
<td><strong>SUBTOTAL A: Charity &amp; Unreimbursed Care Cost</strong></td>
<td><strong>$41.5</strong></td>
</tr>
</tbody>
</table>

#### B. Programmatic & Community Benefit

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Health Improvement &amp; Benefit</td>
<td>$1.8</td>
</tr>
<tr>
<td>Health Professions Education</td>
<td>$6.0</td>
</tr>
<tr>
<td>Subsidized Health Services/Research/Cash &amp; In-Kind</td>
<td>$3.5</td>
</tr>
<tr>
<td><strong>SUBTOTAL B: Programmatic &amp; Community Benefit</strong></td>
<td><strong>$11.3</strong></td>
</tr>
</tbody>
</table>

**TOTAL COMMUNITY BENEFIT (Subtotals A & B)**: **$52.8**

#### C. Other Measures of Interest

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicare Shortfall</td>
<td>$17.1</td>
</tr>
<tr>
<td>Bad Debt Expense</td>
<td>$48.9</td>
</tr>
<tr>
<td><strong>SUBTOTAL C: Other Measures of Interest</strong></td>
<td><strong>$66.0</strong></td>
</tr>
</tbody>
</table>

**TOTAL COMMUNITY BENEFIT & OTHER (Subtotals A, B & C)**: **$118.8**

---

### Total Community Benefit

- **Total Community Benefit Dollars Over the Last Five Years (2011-2015)**: **$749 Million**
- **Total Community Benefit Dollars in 2015**: **$118.8 Million**
As a not-for-profit health system, Valley Health does not pay federal income taxes. In lieu of tax dollars, the organization makes significant financial contributions in the form of Community Benefit. Valley Health’s probable income tax liability if it were a taxable entity compared to what Valley Health actually contributed to the communities it serves is illustrated to the right. Had Valley Health been a taxable organization in 2015, the potential income tax liability would have been $37.2 million. The community benefit supplied by Valley Health was $52.8 million, 42% higher than the potential tax liability.

Navigating the complexities of securing insurance through the Affordable Care Act Insurance Marketplace and the application processes for government assistance programs like Medicaid and State Children’s Health Insurance Program (SCHIP) can be daunting. In 2015, Valley Health committed over $740,000 to provide financial counseling to help patients access needed healthcare resources.