

# Quality

“From little seeds grow mighty trees.”

—*American proverb*



**Lincoln Primary  
Care Center Inc.**

**Southern West Virginia Health System**

**ANNUAL REPORT 2017**

## MESSAGE TO THE COMMUNITY FROM THE CEO



On behalf of the staff and Board of Directors, I would like to take this opportunity to thank you for your support and patronage of Lincoln Primary Care and its Southern WV Health System clinic sites. Without you utilizing our many services, we would be unable to maintain our support of community programs for children, adults, and our senior populations. Nor could we

expand our clinic sites to rural areas and schools to create easier and more affordable access to quality care.

The basic premise upon which Federally Qualified Health Centers such as ours are founded is to generate enough revenue so we can serve as the gateway to all facets of care regardless of the ability to pay. During our many years of operation, we've been fortunate to be able to provide award-winning, quality-care programs in addition to developing non-traditional health care programs – to meet a wide variety of needs in the communities we serve.

You have my pledge that our organization will continue to reach for new ground to better serve you, no matter what the future holds for health care on national, state and local levels.

I encourage you to take advantage of the many services that we offer. For those not yet part of our system, we invite you to make us your medical home, where we put the needs of our patients and community first. I ask that you utilize our patient portal, take an active role in your health care planning, and utilize our care managers and staff to ensure you meet the quality outcome measures set for you that will improve your quality of life for years to come.

Finally, I would like to note that these are YOUR health care centers. We strive to make your access to care simple and satisfying enough that you use us above all others. We want you to feel comfortable and confident in the care you receive from us so we can continue our efforts to give back to the community...because your community is our community.

– **Brian K. Crist,**  
Chief Executive Officer

## A MESSAGE FROM OUR MEDICAL DIRECTOR



This past year had its challenges. Some of our providers announced retirement or moved on to further their career in different areas. We, however, have been working hard to recruit new providers who have the skills and heart to continue the work in the manner that our facilities, patients and communities have come to expect.

The theme for this year's annual report is Quality. It certainly is not a new concept for us – we've been working over many years to embed quality throughout the organization. In fact, in the first three days of employment at our centers, all of our new employees hear about the many ways quality is tracked, measured and provided. Quality is also part of our monthly provider meetings, the Board of Directors meetings, and included in everyday practices all over the organization. We have been working on several quality programs during the past few years. These include:

- Progressing through the standards and practices expected from the patient-centered medical home model of care. We were

recognized with the initial set of standards and are now working toward further recognition with newer, more difficult standards.

- Utilizing the capabilities of the Athena electronic health records system to improve patient care.
- Clinical quality initiatives, like focusing on A1-C levels and depression screenings.
- Improving practices in the financial and customer satisfaction areas of our services.

I'm proud to share that recently we were among a chosen few health centers in West Virginia that were asked to participate in a national conference call to advise other clinics on improving colorectal cancer screening rates, a low compliance quality initiative that is very important to advance both regionally and nationally.

This past year has had its challenges, but it has also had successes. Our staff and providers have all worked hard to meet the requirements put before them. We have embraced and adapted to change, and as always, we believe we will come out stronger than before.

– **Gregory A. Elkins, MD**  
Medical Director

## SENIOR MANAGEMENT

**Brian K. Crist, MSW**  
Chief Executive Officer

**Stephanie Belford, LCSW**  
Chief Operations Officer

**Gregory A. Elkins, MD**  
Chief Medical Officer

**Julia Barrett**  
Chief Financial Officer

**Vickie Bell**  
Human Resources Director

**Christopher Blair, RN**  
Nursing Director

**Brandi Ellis**  
Dental Director

**Chris Harper, PharmD**  
Pharmacy Director

**Ronald Hatfield, JD, MBA**  
Risk Management Officer

**Courtney Kovach-Reynolds, PA-C**  
Clinical Director

**Katrina Lester**  
Regional Manager

**Kimberly Duttine**  
Regional Manager

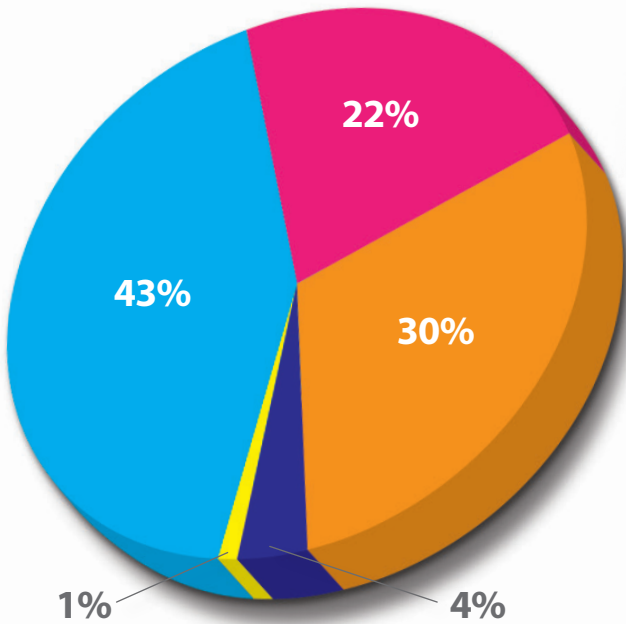
**Floyd McCoy**  
Facilities Manager

**Walt McGrady, MHA**  
Assistant Chief Financial Officer

**Courtney Scarberry**  
Executive Assistant

# FINANCIAL REPORT

Annual Budget \$16,818,637



**Julia Barrett,**  
Chief Financial Officer

### Payer Mix

- Medicaid
- Medicare
- Private Insurance/Other
- Uninsured
- CHIP



EMPLOYEES:  
**160**



PRESCRIPTIONS FILLED:

**TOTAL: = 178,673**

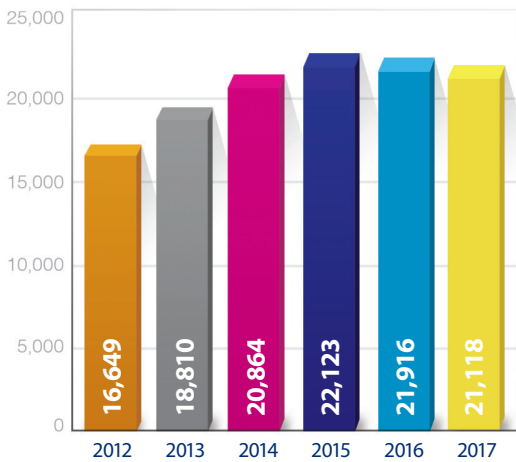
LPCC = 43,138

Man = 41,571

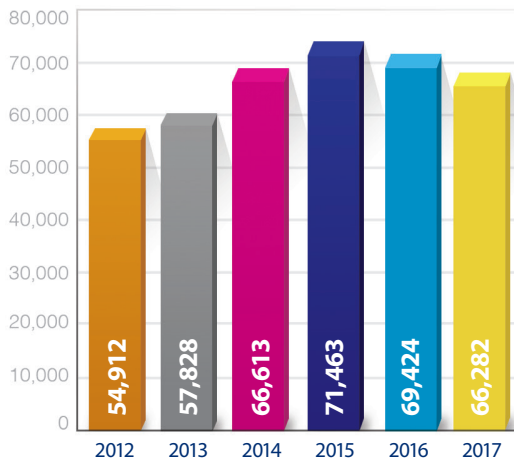
Sand Plant = 64,454

Dennis' = 29,510

### Patients by Year



### Patients Visits by Year



EARLY PERIODIC SCREENINGS  
DIAGNOSIS AND TREATMENT:

**1,750**

## BOARD OF DIRECTORS

**David Roberts**  
Chair

**Larry Stutler**  
Vice-Chair

**Mary Napier**  
Treasurer

**Courtney Cooper**  
Secretary

**Charles Burns**  
Director

**Olive Hager**  
Director

**Ollie Hunting**  
Director

**Kathryn Lambdin**  
Director

**Dana Synder**  
Director

**David Webb**  
Director



SPORTS SCREENINGS:

**1,238**



# Quality

**Stephanie Belford, LCSW**  
Chief Operations Officer

Last year, Lincoln Primary Care Center and Southern West Virginia Health System proudly served more than 21,000 patients – members of the community who looked to our Federally Qualified Health Center network as their patient-centered medical home. Ours is a system that fully embraces the medical home model of care, and as such, we continuously look for ways to improve the overall quality of our patients' health, wellness and experiences while receiving care.

As part of our proactive plan to improve quality, specific clinical and operations outcomes are identified and closely monitored each year. The measures identified are approved by the Board of Directors and reviewed monthly by a Quality Improvement Committee.

In 2016, the following measures were those identified across the Lincoln Primary Care and Southern West Virginia network as priorities.

### Clinical Measures

1. Diabetes A1C <9
2. Cervical Cancer Screening Rate
3. PHQ-2 Depression Screening Compliance Rate

### School-Based Measures:

1. Depression Screening Rate
2. Completed Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) Rate
3. Weight Assessment and Counseling

### Operational Measures:

1. Cost Per Patient
2. HIPPA/Medicare Training Compliance Rate
3. Complaint Analysis
4. Workplace Injury Analysis

Using 2015 data as a baseline, improvements in the percentage of diabetes patients with an A1C level less than 9 and in PHQ-2 depression screening compliance rates have been notable. School-based measures, particularly weight assessment and counseling as well as depression screening rates, have improved as well. In looking to 2017 and beyond, our goal will be to continue to raise the bar to make an even bigger impact on the long-term well-being of our patients.

## OTHER ACTIVE QUALITY IMPROVEMENT INITIATIVES



Advanced PCMH Recognition  
Improve HEDIS® Measures



Meaningful Use Attestation



Improvement in Uniform Data  
System Measures



# Care Coordinators

**Courtney Kovach-Reynolds, PA-C**  
Clinical Director

In March of this year, three new full-time Care Coordinators were hired at LPCC to begin an initiative to improve access to preventive care. The coordinators report to Clinical Director Courtney Kovach-Reynolds, PA-C, MBA. Although they are based in Hamlin, they are responsible for all patients at every location across the Lincoln Primary Care Centers and Southern West Virginia Health System networks.

"There are two main objectives for the Care Coordinators," Kovach-Reynolds said. "One, they ensure that regular patients are seen annually and follow through on tests and labs that have been ordered by their provider; and two, they encourage those who are walk-ins or only go to urgent care to come in for regular wellness visits, not just when something is wrong."

The goal is to reduce ER visits, prevent chronic diseases and catch conditions early.

Kovach-Reynolds generates reports on patient data, finding instances where patients have missed annual exams and tests. From there, the Care Coordinators audit the patient charts and investigate causes, such as missing or

misplaced information, notations that patients have been seen elsewhere (at hospitals or by specialists), whether they have an upcoming appointment or if the patient has not been seen for a lengthy period of time.

"The Care Coordinators cover the 'in-between' times, when patients can fall through the cracks of care," she said. "They follow up with providers, staff and patients to fill in the gaps and try to connect patients with the timely tests and services they need."

LPCC expects the Care Coordinator program will result in an increase in annual visits and preventive exams, better record keeping, and ultimately, improved patient care and clinical outcomes.



Care Coordinators, pictured L to R: **Betty Lucas, Carrie Porter, Brittney Searls**



Planning for Value-Based Compensation  
with Numerous Private Payers



Encourage Use  
of Patient Portal



Performing Patient  
Satisfaction Surveys

# Summer Internship Program



Returning for the third year, the Summer Internship Program is a 10-week paid internship (June through August) that is open to the children and stepchildren of current Lincoln Primary Care Center employees.

Interns are age 17 to 20 and must have a grade point average of 3.0 or better. Ideal candidates are those with an interest in pursuing careers in healthcare or business-related fields.

"The interns gain valuable work experience and life skills," said Walt McGrady, Assistant CFO, who helps organize the program. "In return, they help us a lot. It's a win-win situation."

The interns begin their program with a full day of orientation, where they meet managers from LPCC and learn about the different departments and functions within the organization. Afterwards, they typically work three days a week, including job-

shadowing professionals in areas of interest to them. However, the interns work each day of the week long F.I.T. camps, which take place in Hamlin, West Hamlin, Duval and Gilbert.

The interns provide most of the manpower for preparing consent forms for the school-based health centers. Last year, they copied, sorted, boxed and delivered 6,000 school packets to ensure that hundreds of students had access to a healthcare provider, many of whom would not have otherwise received care.

The interns also assist with preparations for the Heat'n the Hills Health Fair and Chili fest, and they work at the actual event.

"I look forward to the day when an employer calls us for a reference on our interns," McGrady said. "I'll be proud to tell them about the good work these young people have done for us."

**– Walt McGrady, MHA**  
Asst. Chief Financial Officer



## OUR PROVIDERS

### Family Medicine Physicians

Gregory Elkins, MD  
Medical Director  
Adam Breinig, DO  
Philip Galapon, MD  
George McKay, MD  
Lucia Soltis, MD  
Charles Vance II, DO  
Robert Walker, MD

### Ob/Gyn Physician

Allan Chamberlain, MD

### Pediatrician

Amelia Santiago, MD

### Dentist

Lisa Haddox-Heston, DDS

### Pharmacists

Chris Harper, PharmD  
Pharmacy Director  
William Joey Anderson, RPh  
Misty Collins, RPh  
Eleanor Dugan, RPh  
Richard Finley, RPh  
Brian Miller, PharmD  
Alex Todd, PharmD  
Jerry Skeenes, RPh

### Behavioral Health

Jennifer Mahlert, LICSW  
Jaime Mullins, BA

### Respiratory Therapists

Brandi Bell, RRT  
Johnny Mullins, CRT

# Caring for the Community

At Lincoln Primary Care Center and Southern West Virginia Health System, when we say that we care for the community, we mean it. From our annual Relay for Life event, to the Heat'n the Hills Health Fair and Chilifest that bring preventive screenings and nationally-recognized entertainment to the community every year, our team of dedicated employees come together to make positive things happen throughout our footprint because they truly care about making southern West Virginia a better place to live. Here are a few highlights of community involvement this past year.

- **Heat'n the Hills Health Fair** – More than 400 participated
- **Heat'n the Hills Chilifest** – Thousands attended to help raise funds for our senior lunch program
- **Relay for Life** – As gold sponsor and event host, the LPCC/SWVHS team raised \$3,471 of the \$32,130 produced by the event for the American Cancer Society
- **Senior Lunch Program** – Served 17,045 lunches, many free, to area seniors
- **Bonnie's Bus** – Provided women access to low-cost mammograms
- **Walk for Women** – Raised money to support the West Virginia Breast and Cervical Cancer Program
- **Families in Touch (F.I.T.) Camps** – Hosted camps in Hamlin, West Hamlin, Duval and Gilbert
- **WVHIT Tournament** – Provided access for athletes from 17 small, rural schools to participate in a statewide basketball tournament
- **BB&T Bank Bus** – Hosted at LPCC, community members gained access to free tax return preparation, free credit reports and more
- **Farmer's Market** – Hosted on Fridays in the summer at LPCC, community members can access low-cost, fresh, local produce
- **Free Health Insurance Enrollment Assistance**
- **Free Sports Physicals for Area Youth**



**August 25, 2017**



**August 26, 2017**

## Mid-Level Family Medicine Providers

- |                             |                                |
|-----------------------------|--------------------------------|
| Lisa Adkins, FNP            | Lisa Kelly, FNP                |
| Renea Christian, NP         | Chassity Kirk, FNP             |
| Shawn Cline-Riggins, NP     | Courtney Kovach-Reynolds, PA-C |
| Sharon Davis, NP            | Lisa Queen, FNP                |
| Jack Doty, PA-C             | Jacqueline Ranson, NP          |
| Victoria Nicole Ellis, PA-C | Candice Stacy, FNP             |
| Pamela Frye, NP             | Mara Sutphin, PA-C             |
| Michael Grome, PA-C         | Christopher Tipton, PA-C       |
| Christopher Kelly, PA-C     | Julie Walls, FNP               |

## HEALTH CENTERS

- |                                                                                  |                                                                                      |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <b>Hamlin</b><br>304.824.5806<br>7400 Lynn Ave.<br>Hamlin, WV 25523              | <b>Man</b><br>304.583.8585<br>650 East McDonald Ave.<br>Man, WV 25635                |
| <b>Delbarton</b><br>304.475.1761<br>5027 Helena Ave.<br>Delbarton, WV 25670      | <b>Salt Rock</b><br>304.824.2073<br>5490 State Rt. 10<br>Salt Rock, WV 25559         |
| <b>Gilbert</b><br>304.664.6270<br>202 Larry Joe Harless Dr.<br>Gilbert, WV 25621 | <b>Sand Plant</b><br>304.756.1500<br>1563 Sand Plant Rd.<br>So. Charleston, WV 25309 |
| <b>Logan</b><br>304.752.8081<br>122 Nick Savas Ave.<br>Logan, WV 25601           |                                                                                      |

## PHARMACY LOCATIONS

- |                                                                            |                                                                                      |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <b>Hamlin</b><br>304.824.6337<br>7400 Lynn Ave.<br>Hamlin, WV 25523        | <b>Man</b><br>304.583.0535<br>650 East McDonald Ave.<br>Man, WV 25635                |
| <b>Dennis' Pharmacy</b><br>304.824.2667<br>61st Street<br>Hamlin, WV 25523 | <b>Sand Plant</b><br>304.756.2181<br>1563 Sand Plant Rd.<br>So. Charleston, WV 25309 |

## SCHOOL-BASED HEALTH CENTERS

- |                                                                                                        |                                                                                                    |
|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| <b>CRHS Tiger Center</b><br>304.855.0245<br>200 Vance St.<br>Chapmanville, WV 25508                    | <b>Pioneer Health Center</b><br>304.583.7295<br>1 Pioneer Path, Man, WV<br>25635-1235              |
| <b>Duval Yellow Jacket Center</b><br>304.524.9242<br>5304 Straight Fork Rd.<br>Griffithville, WV 25521 | <b>Guyan Valley Wildcat Center</b><br>304.824.5707<br>5322 McClellan Ave.,<br>Branchland, WV 25506 |
| <b>Mustang Health Center</b><br>304.756.1007<br>267 Midway Rd<br>Alum Creek, WV 25003                  | <b>LCHS Panther Center</b><br>304.824.6090<br>81 Lincoln Panther Way<br>Hamlin, WV 25523           |
| <b>Ranger Health Center</b><br>304.778.3084<br>59 Vanatters Crk, Ranger<br>WV 25557                    | <b>Logan Wildcat Center</b><br>304.688.9949<br>One Wildcat Way<br>Logan, WV 25601                  |



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**swvhs.org | 304-824-5806**

