

Our nonprofit (501^{c3}) mission is to provide comprehensive primary health care along with selective specialties and referral services to the region regardless of individual circumstances.

**Valley Healthcare System, Inc.
1600 Fort Benning Road, Columbus, GA 31903
www.valleyhealthcolumbus.org Office: 706.221.2284**

Valley Healthcare System, Inc.

Last spring, Valley Healthcare System Inc. (“VHS” herein) of Columbus, Georgia engaged Convergent Nonprofit Solutions, LLC of Atlanta to interview a wide variety of Columbus area civic and community leaders to determine perceptions and impressions of VHS and its services. All were promised confidentiality, and as a result the discussions were candid and in most cases eye opening.



Dignitaries at the June 2012 dedication included Columbus Mayor Teresa Tomlinson, City Council Members, state Representative Calvin Smyre, and U.S. Representative Sanford D. Bishop, Jr.

VHS hoped to find widespread support for our mission and health care services, because we were considering implementing a professionally directed fundraising campaign. We were hoping to enable expansion of our community health services and a more rapid mortgage repayment plan, to best enable the long term economic viability for VHS in a rapidly changing health care environment.

However, the most frequently made comment during the 45 confidential interviews was that 86% of those interviewed believed in our mission, but only 17% knew we existed! Yet, ironically in 2014 VHS is celebrating our 20th year (1994-2014) of community health care service in the Columbus area. We immediately realized we had work to do.

Accordingly, VHS is working to increase our community exposure through implementation of bi-monthly newsletters, a speaker’s bureau, holding public events and conducting tours at our new Columbus area headquarters. This facility opened in June 2012 and includes 30,000 SF of clinical space on 13 acres of land and includes medical, dental, behavioral health, pharmacy and optical services, with increased services presently under consideration.

Established 20 Years Ago as a Local/Federal Partnership

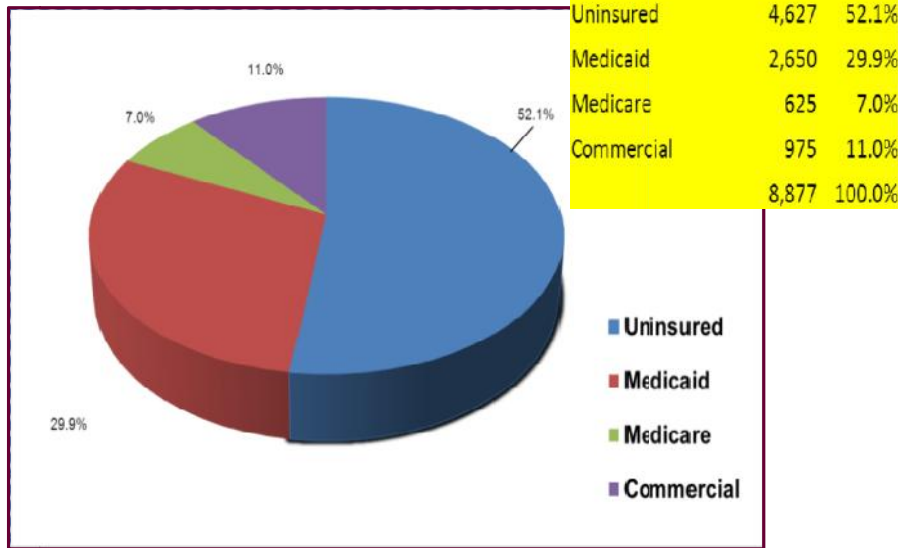
Valley Healthcare System, formerly known as Community Health Center of South Columbus, opened its doors in August 1994. Incorporated as a 501^{(c)(3)} nonprofit, our current name is reflective of the growth in geographic area served, along with growth in patients served and available treatment methodologies. **Our nonprofit mission is to provide comprehensive primary health care along with selective specialties and referral services to the region**

regardless of individual circumstances. In 2012 we served 8,877 patients with 26,000 patient treatments in the Chattahoochee Valley. Along with our improved facilities in Columbus, we provide medical and dental treatments in Fortson and Talbotton, Georgia. Medical services at all facilities are provided by board certified and board eligible physicians on staff, plus a wide variety of other certified and licensed health professionals.

Notably, VHS is also a Federally Qualified Health Center (FQHC.) FQHCs are always local nonprofit, community owned, health care providers serving low-income and medically underserved communities. **Without this FQHC designation, Columbus would lose over \$2 million annually of federal health care funds** which provide direct, measurable benefits to members of our community. As the only FQHC in the region, VHS receives an annual federal grant that helps offset 67% of costs of patient treatment. The remainder, \$1,379,221 out of a \$4,362,599 operating budget (FYE 2012), has to be made up from other sources of revenue.

Audience Served

The most current figures indicate that **1.9 million...that is one in four Georgians between the ages of 19 and 64 are without health insurance.** This demographic represents Georgians with income levels up to 138 % of the federal poverty level – just below \$16,000 for an individual or \$27,000 for a family of three as reported by the Healthcare Georgia Foundation.



For adults at this income level, access to health coverage is limited across both racial and ethnic groups. In fact, **African American/Black and White Georgians in this income group lack health coverage at similar rates – 45.5 % for Black Georgians compared to 46.3 % for White Georgians.** And, Hispanic/Latino Georgians are much less likely to have health coverage than other racial and ethnic groups. To assist with these patients, members of the Valley Healthcare staff are available as interpreters in the medical, dental and billing service areas.

Valley Healthcare is a valuable asset to Columbus and the Region. We serve an At-Risk Population of **“Working Poor”** which statistically constitutes an estimated 37 % of the Georgia Population. **This demographic represents a patient share of 59% of those served by VHS in 2012.** They are working members of our community with the average family of four including two adults serving in one or more of the following industries: food service, construction, landscape and household services along with child care and social workers.

To whom it may concern,

I've been a patient at Valley since 2003. I was referred to them by a doctor at the Medical Center on one of my stays, because of my financial situation and no insurance. I suffer from severe COPD, chronic bronchitis ... depression and high blood pressure.

Valley provides me access to doctors and medications that otherwise I could not afford. I greatly appreciate the kind and caring people that I have grown to depend on ... many of whom go above and beyond the call of duty.

I pray that Jesus will acknowledge their many acts of kindness by continuing His works through them for they are truly some of God's angels!

So Very Blessed,

(Name withheld)

Five Year Strategic Plan

As noted above, two years ago, in an effort to better serve our community, VHS constructed a 30,000 SF medical facility located on 13 acres at 1600 Fort Benning Road. This \$12.4 million medical facility serves as an economic anchor in the community and establishes for the first time a professional clinical environment for community health. **This facility hosts the Patient Centered Medical Services of education outreach, family medicine, general internal medicine, general dentistry, children's health, vision care, behavioral health, diagnostic laboratory services and pharmacy services.** These services are provided to patients on a financial sliding scale based on individual income. Due to our federal funding, no one can be turned away for service from Valley Healthcare System!

Targeting Community Needs

After completing the feasibility study last spring, and implementing our new awareness program, VHS is now preparing to launch its' **Building Bridges of Hope and Health Capital Campaign**, a bold five-year program establishing new partnerships to encourage new health initiatives while stimulating new economic growth in Columbus and the Chattahoochee Valley. It is an ambitious program building on our **First 20 Years of Community Health Service and Celebrating Valley Healthcare Systems Investment of \$30 million of Health Care Dollars in the Columbus Community.**

As a FQHC we are required to submit an annual Uniform Data System Report (UDS) to the Bureau of Primary Health Care of the US Department of Health and Human Services. This report tracks patient care in our community on a monthly and annual basis. Currently,

working with the data provided through the UDS report, we can document that over the past four years VHS has recorded a 38 % increase of patients and 37 % increase in number of patient treatments. **Today, the increased need for community health services are in the areas of Women’s Health, Pharmacy, and Children’s Health Service. This means that we currently have a demand for more physicians and licensed support staff in these areas to serve our clients and their needs.** By addressing these needs, a projected 17,179 patients will be served annually in our community ... more than doubling the number of patients served annually based upon current patient load.

Who is this Program’s Target Audience?

The goal of our new **Children’s Health Program** is to promote the development and use of innovative approaches that will support the family centered, preventive and proactive plan for the well-being of children in our community. **Our focus population includes children who lack access to care because of funding, transportation and language barriers.** Currently, VHS serves more than 2,100 children between the ages of 0-19. It is estimated that over 61% of low income children and their families are without a usual source of health care services in our service area.

The Health Care Needs of Children in Our Community

The health of children depends at least partially on their access to health services. Accordingly, the Forum on Child and Family Statistics identifies key national indicators of well-being. Health care for children includes physical examinations, preventive care, health education, screening, immunizations and sick care. The goal is to have a usual source of care that facilitates the timely and appropriate use of these services.

Regional growth planners for many years have voiced concerns regarding the availability and ability of primary care providers. Clinician supply/deficit reports show family medicine and pediatric services are among five service lines having both a physician deficit greater than 10 % and having over 33 % of its physicians over the age of 55. Access to care by persons covered by Medicaid, Tri-Care or those who are uninsured is hampered by the limited number of clinicians who



The new Children’s Health Program will bring together the specialties of medical, dental, behavioral, pharmacy and optical...all under one roof!

accept those payer sources.

Valley Healthcare System believes it can meet this challenge. **We propose to enhance our services and meet the demand of this special population by adding two additional child health clinicians, one behavioral health specialist and two clinical support staff to our existing multidisciplinary, multilingual service model of care.**

In addition, we will increase our current technological capabilities for making diagnoses.



Dear Mrs. Lang,

Having kids with medical conditions was a worry for me at the time I relocated to Columbus, Georgia from Orlando, Florida.

During the process I applied to Medicaid because I am unemployed at this time. Valley Healthcare gave me an affordable sliding fee that I was able to afford.

Since my kids arrived here, their medical condition has been improved and I am able for the first time to be sure that they are in good hands. Dr. Bennett and Nurse Melvina are amazing and the best of all they care about their patients.

God Bless you,

(Name withheld)

Working within the Georgia Department of Community Health's (DCH) Telemedicine and Telehealth Policies, **this will transform our usual face-to-face delivery of primary and specialty care beyond the four walls of our clinics.** The goal is to work with this statewide network utilizing technology and working with physicians to diagnose patient centered medical and behavioral health illnesses.

How do you Measure Program Success?

Through these efforts, over the next two years, VHS anticipates **an additional 3,131 children will meet the key indicators of well-being** through their experience in our comprehensive, patient centered medical home. In addition, as per the organization's Strategic Plan, Goal Three: Financial Viability, (See Appendix) **a portion of the generated revenue will go toward retirement of the Bridge Loan established for construction of our new Headquarters.** This loan constituted 23% of the \$12,406,816 total project cost and enabled early completion of our new state of the art headquarters in Columbus.

How does the 5 Year Plan Save Community Health Care Dollars?

Georgia Association of Primary Health Care indicates that regular users of community health centers are far less likely to go to an Emergency Room for a nonlife threatening event. In

2012, VHS saved our community **\$1,179,349 in ER treatments**. In addition, we documented an additional savings of **\$3,822,816 in Hospital treatments**. We treat chronic diseases, diabetes, and hypertension with a sliding financial income based fee schedule. This policy ensures that the patient has a financial commitment to their treatment while at the same time receiving the care they require during a time of need. In total, **VHS can document saving our community \$5,002,165 in community healthcare dollars over 12 months in 2012** (See Appendix: ROI Brief).

Valley Healthcare also contributes to the community and local business. Just like any other business, VHS employs people and purchases goods and services. Each dollar paid in earnings to health care staff is spent for living expenses, rent, food, etc., at local businesses. In turn, those businesses have employees, who then spend their earnings on other goods and services, and so on. **In 2012 this “ripple effect” caused an overall economic impact of 123 jobs and an estimated \$7,873,845 worth of commerce in our community.**



In Summary....

Our future successes will build upon the public / private partnerships established over 20 years ago. Working our mission to serve **...regardless of individual circumstances**, we are, for the first time in our history, looking to partner with additional individuals, business leaders, and foundations. We invite you to join us in this initiative targeting community service areas of health care, community/ economic development, and serving the economically disadvantaged.

Together, WE CAN make health care work in Columbus and the Chattahoochee Valley Region.

Phillip W. Aldridge, Board Chair
Valley Healthcare System, Inc.

Sarah E. Lang, CEO
Valley Healthcare System, Inc.

Attachments:

- ✓ Organization Fact Sheet
- ✓ Five Year Strategic Plan Summary
- ✓ Five Year Pro Forma
- ✓ IRS Letter of Determination
- ✓ Return on Investment Brief