
FY 2017 Annual Report

MOVING FORWARD TOGETHER
TOWARD HEALTH AND WELLNESS



VAYAHEALTH

MISSION | WHO WE ARE

Vaya Health is a public manager of care for individuals facing challenges with mental illness, substance use and/or intellectual/developmental disabilities. Our goal is to successfully evolve in the healthcare system by embracing innovation, adapting to a changing environment and maximizing resources for the long-term benefit of the people and communities we serve.

VISION | WHAT WE'RE BUILDING

Communities where people get the help they need to live the life they choose

VALUES | WHAT WE BELIEVE IN

Person-Centeredness: Interacting with compassion, cultural sensitivity, honesty and empathy

Commitment: Dedicated to partnering with members, families, providers and others to foster genuine, trusting, respectful relationships essential to creating the synergy and connections that make lives better

Integration: Caring for the whole person within the home and community of an individual's choice

Integrity: Ensuring quality care and accountable financial stewardship through ethical, responsive, transparent and consistent leadership and business operations

Introducing... Vaya Health

Vaya Health celebrated a year of firsts in 2016-17 as we took on a new name, updated our image and launched an enhanced website.

Since 1972, Vaya operated as Smoky Mountain Center. Today, our catchment area has grown to include 23 counties throughout western North Carolina. In October 2016, we began operations as Vaya Health to better reflect our mission as a modern managed care organization and to be equally inclusive of all people we serve, no matter where they call home.

In October, we also launched vayahealth.com. Our redesigned, user-friendly website is searchable, easy to read and makes it simple for residents to learn about publicly funded services and supports. It also includes a provider search function, a calendar of events and useful information on programs and community partnerships. The name change did not impact provider operations or available services and supports.

Alongside our members, providers and partners, we continue "moving forward together" toward health and wellness, innovation and the future of healthcare.

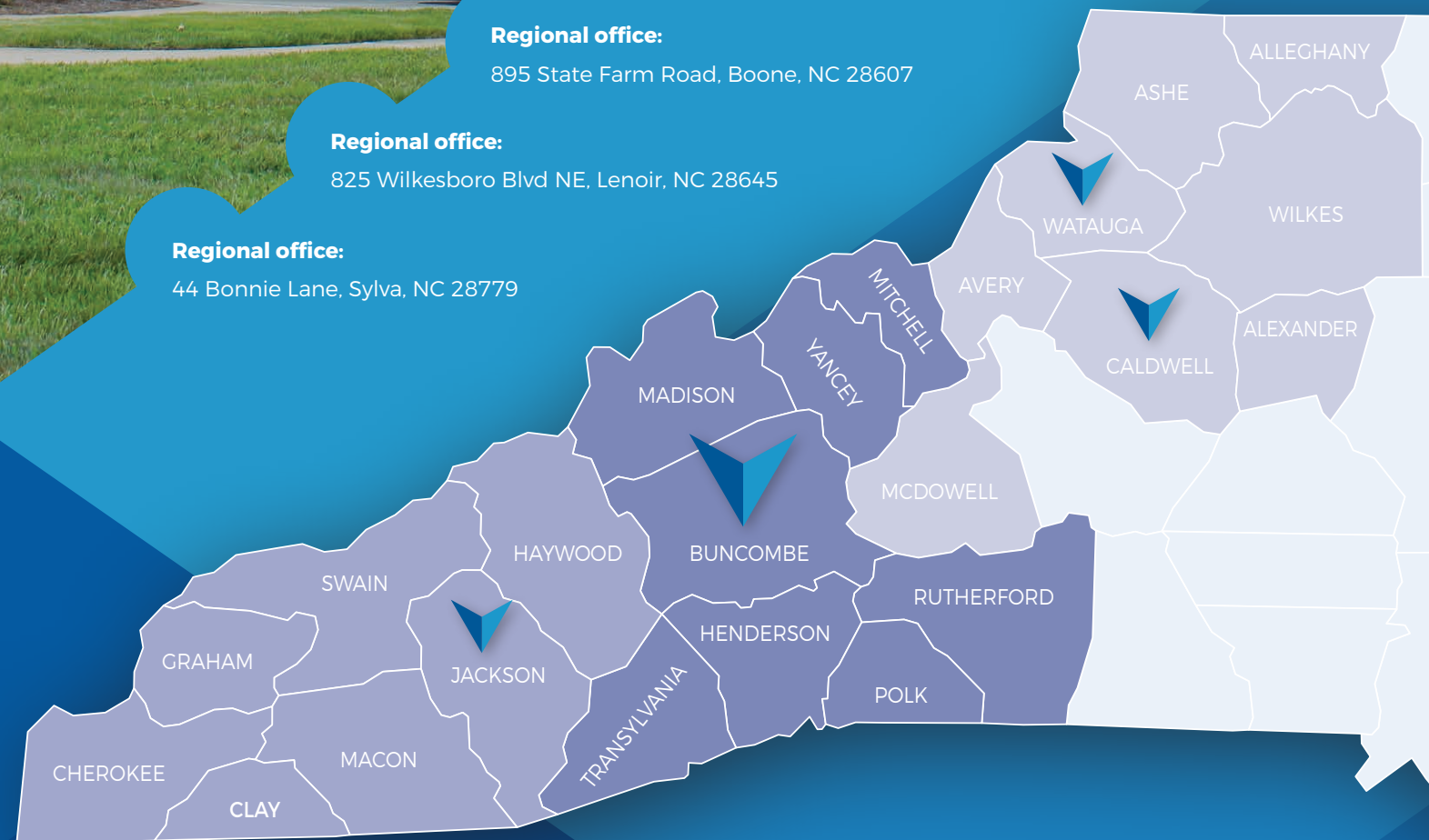


Administrative headquarters:
200 Ridgefield Court, Suite 206, Asheville, NC 28806

Regional office:
895 State Farm Road, Boone, NC 28607

Regional office:
825 Wilkesboro Blvd NE, Lenoir, NC 28645

Regional office:
44 Bonnie Lane, Sylva, NC 28779





Rick French,
Board Chairman

Board of Directors 2016 -2017

- | | |
|---------------------|------------------|
| Nancy Baker | Jeff Heck |
| Ronnie Beale | Jim Holland |
| Gary Blevins | Judy Johannsen |
| Richard Bunio | Billy Kennedy |
| Jack Cahn | Michael Lavender |
| Ira Dove | Pat McGinnis |
| Jeanne Duncan | Mike Norris |
| Joyce Edwards | Marche Pittman |
| Rick French (Chair) | Steve Smith |

County Commissioner Advisory Board

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- Wade Bobby Irwin, Alleghany County
- Paula Perry, Ashe County
- Tim Phillips, Avery County
- Brownie Newman, Buncombe County
- Mike LaBrose, Caldwell County
- Gary Westmoreland, Cherokee County
- Clay Logan, Clay County
- Connie Orr, Graham County
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- Ronnie Beale, Macon County
- Wayne Brigman, Madison County
- Barry McPeters, McDowell County
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- Jake Johnson, Polk County
- Bryan King, Rutherford County
- Phil Carson, Swain County
- Page Lemel, Transylvania County
- Billy Kennedy, Watauga County
- Gary D. Blevins, Wilkes County
- Jeff Whitson, Yancey County

A MESSAGE FROM OUR BOARD OF DIRECTORS CHAIRMAN

Vaya Health’s commitment to members, providers and local communities continued to impress me throughout the past year. This dedication has made me proud to serve as chairman of the Vaya Board of Directors. Under the direction of a skilled executive leadership team, Vaya remains a beacon of light through western North Carolina.

This annual report highlights just a few of Vaya’s achievements, innovations and exceptional initiatives designed to better serve members and caregivers, network providers, special populations and the general public. A growing number of the region’s peer support specialists and law enforcement officers are graduates of Vaya training programs. Vaya’s efforts to combat the opioid drug epidemic are literally saving lives. Vaya Total Care – launched as a pilot program in 2016 – is already helping members improve both their mental and physical health. A free service available in McDowell County, the program allows Vaya to work directly with members, their doctors and other healthcare providers to ensure a tailored approach to care using a variety of supports and services.

The past year has been a time of opportunity, reflection and growth. Amid these accomplishments, Vaya continues to prove itself an innovative, knowledgeable and a community-minded partner in western North Carolina.

A MESSAGE FROM OUR CEO

Greetings from Vaya Health! In 2016-17, we celebrated a successful re-branding as we took on a new name, look and renewed commitment to best serve our members, providers and stakeholders while evolving as a modern managed care organization.

With North Carolina moving closer to implementing Medicaid reform, the past fiscal year presented both challenges and opportunities for Vaya and our role in a changing healthcare landscape. Our focus on whole-person, integrated care is not only preparing us for changes in healthcare delivery nationwide – it promotes better care for the people we serve. As you’ll read in this report, we’ve invested in creating Vaya Total Care, an initiative to ensure our members are healthy in both body and mind.

Vaya also saw progress and successes as we spearheaded initiatives and met goals throughout our 23-county region. As part of Vaya’s focus on “moving forward together,” in 2016-17 we prioritized innovation, best practices and quality initiatives that delivered real results. We’ve stayed true to our mission, vision and values through programs that include Supported Living, peer support specialist trainings, expansion of crisis facilities and MindKare® kiosk screenings. Above all, we’ve placed time, effort and passion into combating the opioid drug epidemic affecting our region and reducing fatal overdoses.

Together, we’re continuing to build communities where people get the help they need to live the life they choose. It is an honor to serve our members, providers and communities throughout western North Carolina.



Brian Ingraham,
Chief Executive Officer

Executive Leadership Team

- Brian Ingraham, CEO
- Christina Dupuch, Chief Operations Officer
- Tracy Hayes, General Counsel & Chief Compliance Officer
- Dr. Craig Martin, MD, Chief Medical Officer
- Robert Webb, Chief Information Officer
- Rhonda Cox, Chief Population Health Officer

Provider Advisory Council

- Jeanne Duncan, President
- Carson Ojamaa, Vice President
- Sarah Dunagan, Secretary
- Duncan Sumpter, Immediate Past President

Consumer and Family Advisory Council (CFAC)

- | | |
|----------------------|---------------------|
| Susan Jenkins | Patsy Panther |
| Amy Hopke-Oxentine | Susan Weidel |
| Tammy Sanabria | Sharon Ball |
| Pamela Smith | Joe Crowder |
| Lillian Hensley | Leslie Huntley |
| Doris Robinson | Debra Hamrick |
| Barbara Bradley | Tammy Newbery |
| John Loftis | Nancy Baker |
| Pat McGinnis | Jere Annis |
| Susan Monroe | Judith Annis |
| Karen Gross | Amy Swanger |
| Anne Margaret Wright | Nell Cummins |
| Genevieve Austin | Bill Manware |
| Kristie Brown | Judy Johannsen |
| Dreama Wilson | Mary Ann Widenhouse |
| Jane Lindsey | Hank Rowe |



VAYA TOTAL CARE LAUNCHED

Vaya Total Care (VTC) makes navigating the healthcare system easier for our members while supporting enhanced collaboration among behavioral health and medical providers. Our care coordinators work closely with members and specialists to identify the right services and to connect people with the care that they need, when and where they need it most.

In addition to helping members find mental health, substance use or intellectual/developmental disability services, Vaya Total Care connects them with the right medical care and social support. Individuals throughout western North Carolina who are eligible for Medicaid services, live in one of Vaya's 23 counties and have a history of complex medical and/or behavioral health needs may benefit from this program.

According to data presented by InfoMC® in January 2017, the national average for engagement in complex care management programs is approximately 20 percent. Engagement rates for Vaya Total Care, in contrast, range from 49 to 80 percent within the member populations that we serve.

When behavioral health and medical teams work together, members benefit.

ENGAGEMENT RATES

80% CHILDREN IN FOSTER CARE

49% ADULT BEH. HEALTH

74% INDIVIDUALS WITH IDD

20% NATIONAL AVERAGE



GOALS OF THE INITIATIVE



Improved member health



Identification of high risk members



Development of shared care plan used by entire team



Standardization of best practice care coordination interventions



Increased efficiencies through real-time data sharing among all providers



One care coordinator for coordination of services



Development of a care platform and learning collaborative

VTC: EARLY SUCCESSES

Social isolation and frequent EMS calls were routine for one VTC member. The woman, who had severe allergies, grew extremely anxious upon losing her EpiPen®. VTC helped replace her EpiPen® and linked her to a program to increase community support. Recently, she was able to go shopping for the first time in many years.

A VTC team gave a woman with depression a safe space to first disclose her opioid use. She was then able to tell her therapist and started setting healthy personal boundaries. When she faced a severe depressive episode, VTC advocated for rapid access to appropriate care and medication management. As her mood and energy improved, the woman began exercising, losing weight and working to better manage her diabetes.

“ My VTC team supported me. I felt that someone cared. ”

Vaya Total Care member

VTC helped one man maintain housing and improve both his mental and physical health. Due to behavioral and hygiene issues, plus an unidentified intellectual/developmental disability, he risked losing his apartment. VTC facilitated specialty evaluations to ensure he received the right services and supports. The man not only kept his apartment – he also found a part-time job, got his own car and brought his diabetes under control. VTC, the man said, made him feel “that someone cared.”

THE OPIOID EPIDEMIC: SAVING LIVES IN WNC

Vaya believes combating the public health crisis of opioid drug use requires action on multiple fronts. Statewide, overdose deaths have nearly tripled since 2000, with our region hit especially hard.

In January 2017, Vaya spearheaded the launch of the Western N.C. Substance Use Alliance. Chaired by CEO Brian Ingraham, this stakeholder collaboration worked to leverage resources, maximize efforts and establish priorities for prevention, treatment and recovery. Key areas of focus included safe opioid prescribing and medication-assisted treatment (MAT), women and perinatal substance use treatment, adult treatment and crisis services and child/adolescent treatment and prevention.

Vaya continued to advocate for increased access to naloxone (NARCAN®). Since 2013, naloxone has reversed more than 1,000 overdoses in Buncombe County alone, according to the N.C. Harm Reduction Coalition (NCHRC). Vaya worked with providers, opioid treatment programs and healthcare institutes to implement or expand use of MAT and increase access to substance use services.

We also developed plans to support syringe exchanges – legalized in North Carolina in 2016 – in the 23 counties we serve and through the Eastern Band of Cherokee Indians. An effective public health intervention, syringe exchanges also connect participants to treatment and social services. In Haywood and Henderson counties, Vaya and the NCHRC plan to develop exchanges that include post-overdose outreach and connect people to peer support, harm reduction and MAT. We also completed interactive GIS mapping of opioid treatment programs and helped providers develop in-house Substance Abuse Intensive Outpatient Programs.

Vaya remains committed to preventing overdose deaths, supporting recovery and bringing healing and hope to individuals, families and local communities.



KIOSKS OFFER MENTAL HEALTH, SUBSTANCE USE SCREENINGS

A Vaya initiative launched in early 2017 offers a new tool for western N.C. residents to check in on their mental health and connect with local treatment resources.

In February, Vaya unveiled the region's first MindKare® kiosk, a program of Screening for Mental Health, in Transylvania County. The user-friendly, touchscreen devices allow users to learn about behavioral health conditions, participate in anonymous screenings and learn about treatment options. The kiosks also offer telephone access to Vaya's 24/7, toll-free Access to Care Line.

Working closely with community partners, Vaya placed MindKare® kiosks in an additional 11 counties through the end of June: Yancey, Ashe, Haywood, Caldwell, Macon, Clay, Jackson, Alleghany, Graham, Wilkes and Watauga. The kiosks are located in high-traffic public spaces, such as county health departments and public libraries, and also aim to reduce stigma by making behavioral health screenings as commonplace as a blood pressure screening. The kiosks offer screenings for anxiety, depression, posttraumatic stress disorder, bipolar disorder, eating disorders and substance use disorders.

Funded through Vaya's Community Reinvestment Initiative, the kiosk program continued into the next fiscal year and is expected to be complete – with a kiosk in each of the 23 counties Vaya serves – by early 2018. The screenings are also available online at www.vayamindful.org.

“I think that (Haywood County DSS) is an ideal spot if you're trying to give people information about available services, because they're typically coming here because they're in need of some type of service.”

– Donna Lupton, Haywood County Social Work Services Director, WLOS News 13, March 15

“It's free, confidential and private. We want to get people to think about mental health.”

– Billy Kennedy, Watauga County commissioner and Vaya board member, Watauga Democrat, June 23

“There's a stigma associated with mental health... I think it's a nice way to get the conversation going.”

– Denise Michaud, Caldwell County public health director, News-Topic, March 28

“One of the reasons that so many people choose not to seek treatment for their mental health problems is because of the stigma associated with depression, substance abuse or any other mental health issue. Having this resource available, where everything is confidential, will hopefully decrease that stigma over time.”

– Ronnie Beale, Macon County Commissioner and Vaya Board Member, The Franklin Press, April 19



MOVING FORWARD: KEY PROJECTS AND INITIATIVES

Supported living: Making a difference

In March 2017, Vaya held a statewide event to launch an initiative to increase the number of people with intellectual/developmental disabilities (IDD) living in their own homes. Through a N.C. Council on Developmental Disabilities grant, Vaya is working with four pilot demonstration agencies to expand capacity for supported living, provide technical assistance and develop stakeholder groups to support members and families.

The goal is to integrate people with an IDD into the community and promote independence and freedom of choice. As of July, 15 people had moved into their own homes, with another 12 underway.

Peer support specialist training

Graduates of Vaya's Peer Support Specialist Training are helping increase the number of qualified applicants to offer these services in western North Carolina and beyond. Our peer trainers facilitate classes using Vaya's specially-developed curriculum.

More than 350 participants from 45 counties have completed the 40-hour course, which maintains a standing wait-list. Studies show peer support helps lower healthcare costs, increase rates of recovery and improve health outcomes. It also allows the specialists to give back to their community.



Rallying for recovery

In September 2016, Vaya was a lead sponsor of the 2nd Annual Western Regional Recovery Rally in Haywood County. Part of National Recovery Month, the rally drew about 900 people and included a recovery walk around the lake, free food and drinks, speakers, children's activities and awards. In April 2017, the first-ever Blue Ridge Recovery Rally brought more than 1,000 residents to downtown Marion. The events help spread the message that people can and do recover from addiction, mental health concerns and other life challenges.

Caldwell C3 crisis facility

Years of collaboration with local partners came to fruition in February 2017 with the opening of the Caldwell C3 Comprehensive Care Center in Lenoir. The outpatient center now includes a 12-bed crisis stabilization and detox unit for adults. Operated by RHA Health Services, Caldwell C3 offers support, hope and options for recovery. Funding and support were provided by Vaya, the N.C. Housing Finance Agency and Foothills Services, Inc

2016 Provider Summit

Vaya's 2016 Provider Summit offered opportunities to network, hear from experts and gain information to enhance operations. Held in October in Asheville, the event featured sessions on integrated care, N.C. Innovations, perinatal substance use and electronic health records. Karen McLeod, president and CEO of Benchmarks, and Vaya CEO Brian Ingraham discussed Medicaid reform and Vaya's future direction. Approximately 300 people attended the annual event.



Comprehensive Case Management

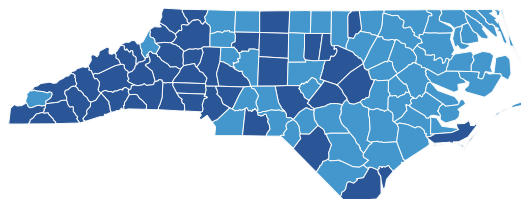
In April 2017, Vaya announced plans for a \$2.3 million initiative to promote mental health and reduce emergency department (ED) overcrowding at Mission Hospital in Asheville. In partnership with Mission Health and RHA Health Services, the pilot program links people visiting the ED for behavioral health needs to local outpatient services. It also offers comprehensive case management and connects participants to community resources to improve overall wellbeing. The program, funded through the N.C. Department of Health and Human Services, officially launched in the summer.

Crisis Intervention Team

More than 200 law enforcement officers and first responders are better equipped to respond to people in crisis thanks to Crisis Intervention Team (CIT) trainings in 2016-17. Vaya's CIT program helps participants communicate with individuals with behavioral health needs, de-escalate volatile situations and link people to treatment resources.

In the past year, 208 participants completed CIT, a collaborative effort among Vaya, providers, partners and participating agencies. To date, Vaya has trained nearly 1,100 professionals in CIT.

Since October 2015, nearly **400** individuals have completed Vaya's 40-hour training



Vaya has trained peers from **50** counties throughout North Carolina and beyond in the U.S.

CRISIS INTERVENTION TEAM

▶ **208** professionals trained in 2016-17

▶ **Nearly 1,100** participants in WNC trained to date

WHAT WE'RE BUILDING:

Communities where people get the help they need to live the life they choose



NORMAND DUHAIME
From surviving to thriving

With his high energy and contagious smile, Normand Duhaime is clearly a man enjoying life. To get here, the 59-year-old Haywood County resident traveled a hard and winding road.

After his wife died in 2002, Normand's grief spiraled into drug addiction. He lost his well-paying job, then his housing. In 2011, he was arrested on felony drug charges and later spent 19 months in prison. Upon release, he couldn't find a job and stayed at Haywood Pathways Center. Yet he spent his days at Meridian Behavioral Health Services recovery groups and maintained his sobriety. Soon, doors began to open. Supportive housing assistance from Vaya allowed him to rent his own home. After graduating from Vaya's Peer Support Specialist Training, he was hired by Appalachian Community Services. Recovery, he said, can happen to anyone willing to work for it.

"If I can go through the loss, the devastation, the heartache, the fears and learn to appreciate what the sober life and the good people around me have brought to me and have helped me to accomplish – if people could recognize that in their own lives, these good people that they have in their lives and recognize it and appreciate it, that would open their lives up, and their worlds up, to greater possibilities," he said. "If I can come through what I came through, and have hope, I think anybody can come through what they have to face and have hope."



PENNY & BERGEN JONES
Family perseveres together

The past 20 years have taught Penny Jones that the healing process is often a family affair. Penny knew her only son, Bergen, was different from an early age. She knew he was smart – as a young child, he took apart, then perfectly reassembled an early cell phone. But he kept to himself, had no sense of danger and frequently escaped their Caldwell County home.

Penny's worry escalated into depression and anxiety.

When Bergen was diagnosed with autism at age 4, Penny was both upset and relieved – now, she could learn to help him. The N.C. Innovations Waiver allowed Bergen to live at home while learning skills and overcoming challenges at school. During one rough patch, a Vaya family partner helped Penny find hope, learn self-advocacy skills and navigate the service system.

Bergen, now 20, graduated from Lenoir's Hibriten High School in 2016. His goals include taking computer classes and learning to create video games. With her anxiety and depression largely faded, Penny now finds herself encouraging others.

"I can't imagine my life without him," she said. "And even though things, in the beginning, were really hard, really a struggle, we persevered. We got through it. And it was just awesome to see him grow into a man like he has."



CAMERON HOUSER
Helping 'just one' person

As a teen, Cameron Houser was outgoing, smart and loved sports, playing varsity baseball at South Caldwell High School. Inherently curious, he tried alcohol at age 15, then marijuana, then "everything." He graduated in 1996, but not before being kicked off the baseball team. In August 1999, he crashed his car while driving drunk, resulting in a traumatic brain injury, intellectual disability and inability to walk or talk.

Over time, Cameron, now 40, steadily re-learned everyday skills – walking (with a walker), talking and holding his own in a conversation. In 2015, he enrolled in N.C. Innovations, which allowed for more consistent services and supports, as well as home modifications to increase accessibility. His father, Rick, is Cameron's full-time direct support worker. Inspired by his faith in God and innate optimism, Cameron's passion lies in helping people avoid the mistakes he made. He speaks at schools, colleges, churches, conferences and even Camp Lejune, the largest Marine Corps Base on the East Coast. He also stars in a YouTube video about the consequences of impaired driving.

"What I try to get across is that people say, 'Don't do that – this happens.' And older people always told you not to do that," Cameron said. "You know why? Because they've seen that. They're older. I did not believe that. ... (Sharing my story) does good to me because I might keep someone from doing this. And that's what keeps me coming back."

2016-2017 FINANCIAL REPORT

	2017	2016
Current assets	\$ 87,583,267	\$ 108,012,376
Restricted cash	31,345,510	24,877,639
Pension asset	-	-
Capital assets	3,329,421	3,330,239
Total assets	122,258,198	136,220,254
Deferred outflows of resources	8,681,761	3,259,690
Total assets and deferred outflows of resources	\$ 130,939,959	\$ 139,479,944
Current liabilities	\$ 31,793,731	\$ 33,510,536
Pension liability	8,468,546	1,621,946
Long-term liabilities	3,173,293	2,791,986
Total liabilities	43,435,570	37,924,468
Deferred inflows of resources	296,737	843,011
NET POSITION		
Net investment in capital assets	3,329,421	3,330,239
Restricted	31,345,510	24,877,639
Unrestricted net position	52,532,721	72,504,587
Total net position	87,207,652	100,712,465
Total liabilities, deferred inflows of resources and net position	\$ 130,939,959	\$ 139,479,944
	2017	2016
REVENUES		
Intergovernmental:		
Local	\$ 2,946,773	\$ 2,934,598
Federal	9,366,174	7,336,586
State	50,672,196	57,678,880
Medicaid	326,818,634	314,073,589
Other income	3,680,470	3,456,487
Total revenues	393,484,247	385,480,140
EXPENSES		
Personnel	36,600,642	32,697,911
Professional services	3,134,210	3,620,408
Supplies	245,459	228,541
Current obligations and services	3,276,673	3,301,254
Fixed charges and expenses	4,953,786	3,948,074
Capital outlay	1,983,800	2,009,193
Depreciation	650,287	577,099
Contracts and Grants	356,398,488	338,289,237
TOTAL EXPENSES	407,243,345	384,671,717
NON-OPERATING INCOME (LOSS)		
Loss on disposal of capital assets	-	(8,726)
Interest income	254,285	229,840
Total non-operating income	254,285	221,114
Revenues over (under) expenses	(13,504,813)	1,029,537
Contributed capital	-	-
Change in net position	(13,504,813)	1,029,537
Net position – beginning of year	100,712,465	99,682,928
Net position – end of year	\$ 87,207,652	\$ 100,712,465

MOVING FORWARD: A NEW YEAR

Vaya continued to build on the past year's progress as we moved into the second half of 2017. In August, we hosted a special guest as N.C. Gov. Roy Cooper visited Vaya's Asheville headquarters to promote sensible solutions to the opioid epidemic. The governor also signed a proclamation designating September as Alcohol and Drug Addiction Recovery Month, assembled a kit containing NARCAN® and talked privately with area residents in long-term recovery.



In November, the leadership of Vaya, Trillium Health Resources and Alliance Behavioral Healthcare announced a new partnership to leverage strengths and expertise in response to Medicaid reform. Called Advancing N.C. Whole Health, the joint effort is a coalition, not a merger, to allow the three organizations to address significant, statewide health policy issues that impact North Carolinians across the state. Learn more at www.advancingncwholehealth.org.



VAYAHEALTH

Business calls: **1-800-893-6246**

www.vayahealth.com

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 facebook.com/VayaHealth

 linkedin.com/company/15210045/

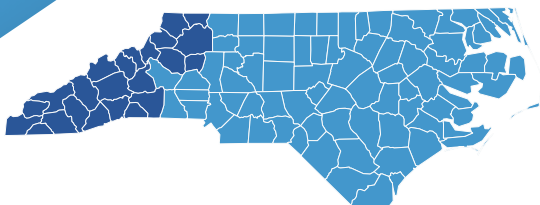
Access to care:

1-800-849-6127

Toll-free · 24 hours a day · 7 days a week

TTY: Contact Relay NC at 711

In case of a life-threatening emergency, call 911



ACCREDITED
Health Network
Expires 11/01/2018



ACCREDITED
Health Call Center
Expires 09/01/2018



ACCREDITED
Health Utilization
Management
Expires 09/01/2018

Serving individuals with mental health needs, substance use disorders or intellectual/developmental disabilities in Alexander, Alleghany, Ashe, Avery, Buncombe, Caldwell, Cherokee, Clay, Graham, Haywood, Henderson, Jackson, Macon, Madison, McDowell, Mitchell, Polk, Rutherford, Swain, Transylvania, Watauga, Wilkes and Yancey counties in North Carolina