

2022 ANNUAL REPORT



Making a Difference and Helping You Live Your Best Life.



MEDICAL • DENTAL • BEHAVIORAL HEALTH



Dear Community,

The most significant accomplishment by the Community Health Board of Directors in 2022 was the establishment of a leadership team to take us into the future. As Community Health’s new CEO, my colleague Mike Gardner, along with his talented administrative team, has secured the confidence of the board that the coming years will be as productive and proactive as they were in 2022.

Mike is an effective leader who, in a rather short period of time, assembled a team of skilled clinical and operational professionals who are capable of addressing many of the difficult issues facing primary healthcare today.

The Board and administrative team have made significant progress in developing a realistic and measurable strategic plan that outlines our goals and strategies for addressing many of the issues challenging Community Health, including an enhanced revenue stream, a balanced budget, and a long-range financial plan. We recruited new board members to develop a Board profile that is much more representative of the community at large. We also established several new policies that address Board operations involving meeting attendance and performance evaluations.

The Board is committed to Community Health’s purpose and mission and is doing everything possible to ensure the organization’s success for many years to come.

Bob Riley
Chair, Board of Directors

2022 Board of Directors

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Vice Chair

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Jade Mead

Amy R. Menard, Esq.

Rosemary Payne

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Sally Wood

*Non-voting

Reflecting on 2022

The numbers have always mattered. I understand the importance of numbers and using data to keep the organization on a path of growth and excellence.

As Community Health’s CEO, I’ve had the opportunity to put the numbers to work this past year. We responded to the needs of a community under stress from the pandemic, a workplace that had to evolve with the intensifying demand for primary and preventive care, and a workforce strained by shortages and competition.

The last few years have made it very clear that all of our services work together – medical, dental, behavioral health – and how a philosophy of treating the whole person, and entire population, has uniquely positioned us in the community. The addition of a population health perspective has amplified the importance of care management as the glue that cements us to the community we serve, keeping us aware of and responsive to the gaps in primary care. Our Behavioral Health services moved to a new facility on North Main Street and has expanded to include more services for children, seniors, suicide prevention and addiction.

Most of all, as I reflect on 2022, I want to recognize the people who surround me and who bring their best to Community Health every day. This report highlights just some of these bright moments.

We accomplished a lot in 2022 and I am optimistic for the same in the coming year.

Mike Gardner
CEO





Moving Healthcare Forward, Guided by the Quadruple Aim

Entering 2023 the most fundamental of questions for Community Health remains this... how are we doing?

In the context of global and national economic realities, an aging and more complex patient population, pervasive workforce challenges, and an ever-present pandemic, we are doing well. This statement is true for only a minority of health care organizations. In this way we are fortunate, but as the result of skillful planning and execution of care.

Foremost, Community Health is blessed with a visionary Board of Directors. With their guidance, we crafted our strategic plan to be a living document that addresses the needs of both our community and our organization, in real time. The plan is detailed yet supple. Directive to priority, it serves as our “constitution,” our North Star.

The last three years have brought unforeseen challenges. There is little uncertainty that our future will contain new challenges. To live and work in healthcare is like sailing in white water, every day. How do we find our way? We negotiate our pathway through the white water by continually reflecting on our superordinate goals which are reflected in the Quadruple Aim:

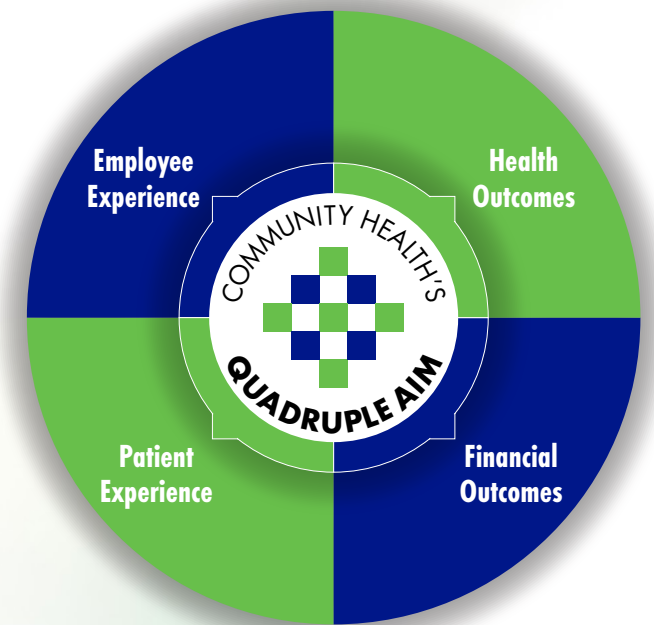
- ▶ **Best and safest care**
- ▶ **Fiscal responsibility**
- ▶ **Patient Experience**
- ▶ **Employee Experience** (caring for ourselves)

It is not possible for any one healthcare organization to fully realize all four aims simultaneously. Resources are always limited. Our Strategic Plan serves to guide Community Health through the white water using the resources available to us. Staying focused on our strategy and related priorities has, and will, keep us best positioned to meet our goals.

Regarding priority, our patients are our most valued resource. Without them we would have little to no purpose or reason for existence. This statement seems obvious, and that is true; however, the truth in the statement is the fundamental core of the what, and the why, of our actions.

Our staff, our workforce, is also of vital importance to every stakeholder in our community. Without our staff (clinical and supportive) we could not care for our patients or provide a single service. Without a healthy and happy Community Health workforce, the Rutland health care landscape looks dramatically (unfavorably) different. Just as our staff is responsive and responsible to the needs of our patients, our organization is responsive and responsible to the needs of our staff. Our workers are a scarce resource. Community Health’s recruitment, supportive, and retention efforts are of the highest strategic priority. In these specific efforts, we are taking every opportunity to creatively advance staff skillsets, bring forward new supportive technologies, add meaningful data to the workplace decision-making process, and empower individuals to act as responsibility centers. This is how Community Health moves to reduce the delta between what is in this world and what ought to be.

In the conduct of our operations, costing has become a paramount consideration. For us, this is a difficult equation to find balance. Our annual expenses have exceeded our ability to raise additional revenues over the past few years. We do not control our pricing, therefore, our ability to remain fiscally healthy and sustainably responsive to future need lies with our ability to find efficiencies in our services and to continually challenge ourselves to provide the best and safest care possible. That is our Value Proposition. That is worth repeating.



Community Health continues to use new technologies and to look for novel ways, to deliver ever better care. We are striving to find new sources of health opportunity and well-being for our community of patients. This is a core competency for us. Will we expand into new services? Incrementally, yes, when such brings us closer to meeting our strategic goals; and we will always focus on making current services even better.

Reflecting on our past and leaning into 2023 and beyond, we deserve to be proud of what we have created and accomplished over the past 20 years. Our story is quite remarkable – historical really. We continue to sail in the white water where there is the greatest to gain. We push forward, not with just thoughts and dreams; we move purposefully, with our sense of equanimity, our strategic plan, our Value Proposition, and our eyes on the Quadruple Aim.

– Bradley Alan Berryhill, MD
Chief Medical Officer

2022 VISIT & VACCINATION DATA

Total Visits
200,561

18,114 Telehealth

Individual Patients
45,666

Medical Visits
150,734

2,706 Telehealth

Dental Visits
18,697

Behavioral Health Visits
29,281

15,408 virtual

Care Management Visits
1,667

Express Care Visits
36,946

Other Visits
182

37,588
Total Vaccines Administered



9,967
Flu Vaccines

10,558
COVID Vaccines
4 yo and older

1,889
Zoster Recombinant Vaccines
(Shingles)

1,028
Pneumococcal Vaccines
18 yo and older

3,309
TD & TDAP Vaccines
18 yo and Older

961
HPV Vaccines

9,750
Total Vaccines 18 yo and younger
Excludes: COVID & Flu

Rising Dental Needs

Last year was our busiest ever. We provided care for more patients than ever before, and it presented an incredibly special opportunity. The generosity our sliding fee scale provided, and the level of care it allowed our patients to receive is, simply put, unbelievable. We had patients cry with happiness as they smiled for the first time in years.

It was also a complex and challenging year. The months we lost during the covid lockdown left us booked out significantly further than we have been in the past. We've also seen a 41% increase in patient visits over the past 5 years:

- ▶ **2022: 18,708 visits**
- ▶ **2021: 17,567 visits**
- ▶ **2020: 12,684 visits**
- ▶ **2019: 14,551 visits**
- ▶ **2018: 13,258 visits**

We added two new service lines – an endodontist and a pediatric clinic. The impact these two lines had is profound – the gratitude from patients has been incredible.

Our endodontist provided patients with the option to save their teeth without the huge cost of an outside specialist. Our amazing core team at Community Kids Dental – a pediatric hygienist, assistant and receptionist – supported a group of temporary pediatric dentists. Patients were simply grateful for local access to a pediatric dentist.

We deliver the highest quality dental care, regardless of the patient's ability to pay. We access the same labs as private practice, use up-to-date high-quality materials, and support an expert dental team. The gratitude expressed as our patients realize they can afford to save or replace their smile has made any hardship we've felt this year seem small. The sliding scale fees allow Community Dental to do extraordinary things for people's lives. This is, at its core, what makes Community Dental unique.

– Rachel Rivard, DDS,
Dental Director



2022 Years of Service Honorees

5 Year of Service

Katelyn Belden, PA-C	Castleton
Maria Bilinski, RN	Rutland
Melissa Cotton, PA-C	Castleton
Jane Crawford, RN	Rutland
Heather Foster, RT	Rutland
Dianne Hubbard, RN	Castleton
Moses Hudson-Knapp, RN	Castleton
Angel Keefe, MA	Rutland
Ali Kenyon, NP	Rutland
Laura Lober, NP	Rutland
Sara Locke, NP	Nursing Homes
Christine Malcolm, NP	Castleton
Elizabeth Richard, NP	Rutland
Kathryn Richards-Peelle, NP	Nursing Homes
Rachel Rivard, DDS	Dental
Lauren Stacey, CCMA	Brandon
Mary Stanley, RT	Castleton
Nerissa Sweatt, RN	Brandon
Abigail Wikoff, NP	Brandon

10 Year of Service

Debby Cline	Medical Records
Margaret Korda, LPN	Shorewell
Kim Kurak, DO	Brandon
Anna Mccloy, MD	Pediatrics
Kristin Sperber, PA-C	Rutland
Megan Taylor, LPN	Brandon
Lisa Vanguilder	Rutland

15 Year of Service

Claudia Courcelle, RN	Admin
Judith Ellwood, NP	Castleton
Lynn Hayden, RN	Castleton
Stephen Kornbluth, MD	Castleton
Samantha Martelle	Mettowee
Charlene Parker, RN	Castleton

25 Year of Service

John Dick, MD	North Main
Tammy Wood, RT	Rutland

35 Year of Service

Nancy Prenevost	Castleton
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Welcoming Our New Providers in 2022

Family Practice

Jacqueline Becker, NP
Paula Gagnon, NP
Lisa Hartman, NP
Stafford (ELI) Branon, NP
Oana Ivan, PA
Richard Orlan, MD
Nicole Reda, NP

Behavioral Health

Kayja Champine, LCMHC
Laura Ethier, LICSW
Abigail Farrell, MSW
Alexandra Welych-Miller, LICSW
Adelaide Salley, LICSW

Dental

Abby Gaughan, DMD

From PAC to Certified Medical Assistant – A Homegrown Career at Community Health

Nancy Trombley, CMA, has been working since the age of 13. Born and raised in Rutland, a Rutland High School graduate, Nancy stayed close to home with positions in retail and as a pharmacy technician.

A co-worker mentioned that Community Health was a great place to work, so, eight years ago, she joined Community Health Rutland part-time at the front desk, answering the phones and greeting, directing, and scheduling patients. When a full-time role at the Patient Access Center (PAC) became available, she decided to join the health network.

“At that time, I had no interest in pursuing anything else, as I have been out of school for a long time,” Trombley said. When the opportunity to become a Certified Medical Assistant came about, she decided to take the next step. *“Getting back into the studying habits, knowing you must study, trying to retain what you’re studying, along with being able to take a test, started as a challenge but paid off in the end.”* Trombley passed the exams and became a Certified Medical Assistant.

“My co-workers all supported and encouraged me, and my husband and daughters also encouraged me. My husband is so proud of me, along with my two daughters,” she said.

After receiving her certification, an opening became available at Community Health’s Express Care practice in Rutland. *“Express wasn’t where I ever thought I would end up. I was able to shadow. Once this opportunity was completed, I realized this was the next step for me.”*

Community Health, in conjunction with Stafford Technical Center, created the [Medical Assistant Certification Training Program](#) that has now graduated dozens of Medical Assistants, filling a much-needed role in healthcare in our region.



“I would have never thought when I first started this journey that I would have gotten this opportunity. I thought I was just going to keep my knowledge and continue to grow. I look back on it and realize I still have a lot to learn, but I’m now a Certified Medical Assistant,” she said.



Holiday Store Brings Joy

Three years ago, Hannah Tavis, Certified Clinical Medical Assistant and a colleague at Community Health Behavioral Health's Allen Pond offices thought it would be nice to create a festive, holiday-decorated space where clothing, toys and other gifts could be donated for patients who were financially struggling.

In 2022, the original tiny one-room Holiday Store moved to a larger space in the North Main Street, Rutland practice. Big paper snowflakes and holiday ornaments brightened the space where Tavis and volunteers organized the toys, clothing, and hundreds of new and used donations. *"We had hats and mittens, baby clothing, school-age kids clothing, teenage clothes, women's clothing, stocking stuffers, stuffed animals, then a couple of tables with toys and board games. We also had jackets and other winter gear for children and adults. We also had boots, sandals, and sneakers in sizes for newborns to adults. It was a little thrift store,"* Tavis said.

Before and after the holidays, about 150 patients from Community Health's

practices from as far away as Mettowee and Brandon came to "shop" for holiday gifts, but also for much-needed clothing, almost all of which was gone when they closed up the shop on January 9th.

"We had so much clothing donated. We have a lot of people who are living in hotels," she said, *"and we made their Christmas by doing this. There were a lot of smiles on people's faces."*

Each shopper could pick out two outfits, a used toy, and a new toy. With the donations received, Tavis said they were able to purchase and wrap new gender-neutral toys for children of all ages.

Because of the overwhelming response from volunteers and the amount of donations they received, Tavis said planning for this December will begin earlier, maybe even in late summer or early fall.

"Originally, we decided to do something small and now it's grown. It's gotten to be a real thing and our patients really love it," she said.

Behavioral Health Makes a Difference For Patients

"I am sober now almost three years. At Community Health I met Erica, a therapist. It was a lovely experience. Once I found Erica and the rest is history. She was able to help me with my substance abuse. It was a lot of work, but you have to want to change, be open and willing to hear new ideas and step out of your comfort zone. At Community Health, I was able to have my therapy, psychiatrist and primary care in one safe place, close to home. Overall, my experience has been positive and very welcoming. I feel like I am supposed to be there."

– BH patient #1

"I totally changed my life around. I went from being an addict who had nothing, to now having a really nice life and a future. For 10 years I was an addict. Then I was in the MAT (Medication Assisted Treatment) program. I'm so thankful for Judy because she was the one who told me about Dr. Berryhill, and then I started seeing him when I started the program. I love him so much. I know that's kind of weird to say about your doctor. He gave us the tools to get better and change our lives. He's a wonderful man and he really cares about his patients. I am so grateful for our life now. I think a lot of addiction has to do with mental health. My husband and I both did therapy at Community Health as part of the program. I tell people, if you don't want to get clean it doesn't matter how many friends or family want you to. It has to be you that does it."

– BH patient #2



Community Health's primary care providers have access to a team of 30 psychiatry, behavioral health counselors and substance abuse professionals including doctors, nurses, and medical assistants to assist patients of all ages with stress, anxiety, depression, substance abuse and other behavioral health issues. In 2022, 4,349 unique patients in the Rutland region received psychiatry, counseling or MAT services at Community Health Behavioral Health, a 72% increase over 2021.

2022 patient satisfaction reports indicate that behavioral health patients are very satisfied with Community Health's behavioral health providers:

- ▶ 97.5 % MAT Providers
- ▶ 95.4% Psychiatric Providers
- ▶ 94.9% Psychotherapists

Community Partnerships for Good Health



“Dr. Berryhill is my doctor and he recommended me for the Castleton University exercise program. I can’t say enough good things about it. My sugars are much better and the good thing about the class is that we learn exercises that we can do at home. We don’t need to buy any equipment.”

Over the past 11 years, obviously, my body has aged and things I used to do I don’t do quite as well. So, I have to say, we are learning how to be advocates for our own health and that’s important. The program is such a great benefit to so many people in our community. We’ll have 25 to 35 community members each semester. Everybody has different abilities, and we all benefit from the class no matter what shape we are in. We get a little better. I’m diabetic and I have arthritis in my back. I have recommended the program to other folks, but a doctor still has to recommend you for the program, but it’s not necessarily just for diabetes. It could be other things, maybe they have a new knee, they have arthritis. But they have to have some type of medical diagnosis. The course professor, Gail, is wonderful. She is very encouraging to the students and the senior participants. Have I improved? Yes, especially in the area of flexibility.

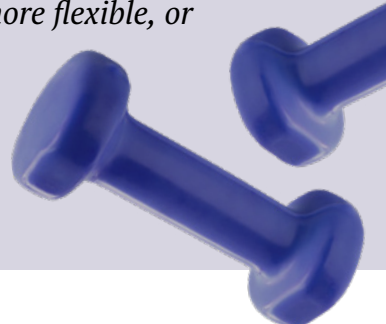
Also, each semester we work on balance. That gets better as well. I wouldn’t keep going back if I didn’t love it!”

– Cecelia Hunt, Community Health patient

Community Health refers patients to Castleton University’s Community Adult Physical Activity program. Professor Gail Regan, PhD, and university students majoring in exercise leadership, health or exercise science, physical education or athletic training, work with students twice a week. They begin with a functional fitness assessment and combine that with the individual’s health assessment. Students work in small groups with participants who could have cardiovascular disease, are in recovery from cancer or stroke treatment, could be obese, or be diagnosed with diabetes or prediabetes.

“Everybody can benefit from exercise. Exercise can prevent a decline in your health status and make you feel better about yourself. What we have found over the years is that sometimes it allows them to reduce medication, or maybe not have to start a certain type of medication, especially insulin. Occasionally people come back and say my A1c was lower, but generally we hear that people have more energy to do things during the day. Some say they are more flexible, or their balance improved.”

– Gail Regan, PhD,
Castleton University



Community Health Brings Needed Support To Caregivers Like Betsey Bianchi

Betsey Bianchi, a 56-year-old electrical engineer by trade, is a caregiver. She’s part of a team that cares for her 82-year-old mother, Jennie, who was diagnosed with Alzheimer’s disease eight years ago. She attends Community Health’s Alzheimer’s support group meetings.

“I always thought motherhood was the hardest job that I would ever do,” said the mom of two grown sons. “As Alzheimer’s progresses, you definitely need all of the help you can get.” Bianchi gave up her full-time career when she realized she needed to be more involved in her mother’s care. Her mom’s care team now works 24 hours a day, seven days a week.

Many people don’t realize the emotional strain on caregivers who experience what is described as “the long goodbye.” *“Our society doesn’t let you grieve the loss of a loved one until they have passed away,”* Bianchi said. *“But every single day I see a memory that’s not there anymore. Not only is a support group a safe place to grieve but it also helps me refocus on what my Mom can still do and on how we may find joy together despite the losses.”*

“Wherever you can gain some strength, you need to get it. You need to be strong for your loved one and that’s what the support group does for me. It helps me strengthen myself so I can be a better caregiver for my mom.”

The Alzheimer’s Support Group meets on the 2nd Tuesday of each month at 4pm
at Community Health Allen Pond, 71 Allen Street, Rutland, Suite 403

OUR LOCATIONS

Brandon Community Pharmacy

420 Grove Street, Brandon, VT 05733
802-465-0011

Community Dental Rutland

69 Allen Street, Suite 10, Rutland, VT 05701
802-774-5050

Community Dental Shorewell

2987 VT Route 22A, Shoreham, VT 05770
802-897-7716

Community Health Administration

71 Allen Street, Suite 101, Rutland, VT 05701
802-779-9036

Community Health Allen Pond

71 Allen Pond, Suite 403, Rutland, VT 05701
802-772-7992

Community Health Brandon

420 Grove Street, Brandon, VT 05733
802-247-6305

Community Health Castleton

275 Route 30 North, Bomoseen, VT 05732
802-468-5641

Community Health Financial Services

71 Allen Street, Suite 402, Rutland, VT 05701
802-468-2928

Community Health Medical Records

71 Allen Street, Suite 402, Rutland, VT 05701
802-671-5800

Community Health Mettowee

278 VT Route 149, West Pawlet, VT 05775
802-645-0580

Community Health North Main

231 North Main Street, Rutland, VT 05701
802-772-7992

Community Health Pediatrics

1 General Wing Road, Rutland, VT 05701
802-773-9131

Community Health Rutland

215 Stratton Road, Rutland, VT 05701
802-773-3386

Community Health Shorewell

2987 VT Route 22A, Shoreham, VT 05770
802-897-7000

Community Kids Dental

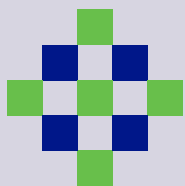
69 Allen Street, Suite 7, Rutland, VT 05701
802-772-4413

Express Care Castleton

275 Route 30 North, Bomoseen, VT 05732
802-468-5641

Express Care Rutland

215 Stratton Road, Rutland, VT 05701
802-773-3386



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