

2024 **ANNUAL REPORT**

20 Years of Caring for Our Community



**COMMUNITY
HEALTH**

MEDICAL • DENTAL • BEHAVIORAL HEALTH

MONUMENTOUS MILESTONE BOARD CHAIR REVIEW



Twenty years in business is a monumental milestone for any organization, especially in this competitive dynamic environment. Community Health not only celebrated its 20th anniversary this past year, but we continue to expand and thrive. That growth is fueled by a dedicated staff committed to our mission, *“to be the foremost integrated community*

health center providing quality and collaborative care that is accessible to all people, in order to live their best lives and build stronger communities”.

The validation of our mission is being recognized as a Health Center Quality Leader for 2024. Only the top 10% of providers in the country have achieved Gold Status. Community Health is one of the Gold Status recipients. The team at Community Health, not content to rest on their laurels, continues to strive for even higher standards. It is this desire that fuels the Board of Directors to volunteer their expertise and guidance to a common goal of providing excellent affordable healthcare to all.

However, many challenges of the past remain. The healthcare landscape is facing major obstacles: the disappearance of private practices, skyrocketing healthcare costs, difficulty recruiting and retaining healthcare professionals and support staff, and poor reimbursement rates to name a few. As Community Health tackles these hurdles, we are focused on the future opportunities within our community and the expansion of services.

In 2025, we will focus on internal engagement to create a positive work environment where employees feel valued, which ultimately leads to improved patient satisfaction and overall team productivity.

The Foundation for Community Health, a 501c3 institution, was recently established to accept charitable donations to support future growth, as well as to fund special and capital projects.

Finally, I’d like to thank the staff at Community Health for their tireless efforts, the Board of Directors who signed up for this journey, and namely Bob Riley, Chair for the past four years, who has been my mentor, coach, and friend.

Nancy Morlino

Nancy Morlino
Chair, Board of Directors

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Proud to be in the
Top 10% Nationwide
of Health Centers providing
Quality Care



A LOOK BACK & FORWARD FROM OUR CEO



At Community Health, growth has been the key to our success. As Albert Einstein said, “Life is like riding a bicycle. To keep your balance, you must keep moving.” In 2024, we achieved the Gold status for quality care from the Health Resources Services Administration, ranking us in the top 10% of the Federally Qualified Health

Centers (FQHC) in the US. We are humbled and grateful to say we are the largest FQHC in Vermont, caring for more than 47,000 patients.

Over the past year, our strategies kept us moving by recruiting the best providers in primary care, pediatrics, dental, and behavioral health services. We also expanded our facilities, such as the new North Main Street location where more than 60 professionals now provide counseling, therapy, drug and addiction counseling, medication-assisted treatment (MAT), and outpatient behavioral health services for adults and children – the largest in Rutland County.

Our population health team’s data-driven approach to providing care to the evolving needs of our community is being addressed by balancing growth and quality. This is a mission we apply daily to all our service lines by stressing prevention and healthcare management of chronic illness.

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We are humbled and grateful to say we are the largest FQHC in Vermont, caring for more than 47,000 patients.
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Looking ahead to the coming year, we will enhance patient communication through the Patient Portal (a direct online link between patient and provider), and through remote telehealth visits. We will continue to improve patient outcomes, how providers and patients work together, and the overall experience in our healthcare network that uniquely provides medical, dental, and behavioral healthcare. We plan to investigate using Artificial Intelligence (AI) to assist providers with their documentation as well as remote patient monitoring.

We are excited to continue increasing access to primary care for the entire population – newborns to teens, young adults to elders. With the addition of new providers, we expect to open our Rutland primary care office to new patients by summer. This summer, we plan to add a geriatric service line at our Main Street location. We will also focus on pharmacy services like mail-order options to increase patient convenience and access. We continue to expand behavioral health services at all our locations including a team of pediatric specialists.

We’re establishing a Foundation to fund our growth and future projects, helping us continue bringing top healthcare providers, services, and facilities to residents of Rutland and Addison counties.

We are welcoming the new year with a vision of sharing and collaboration. We want to help our family, friends, neighbors, and overall community take notice of their health and take part in creating healthy lifestyles, managing their illnesses, and working together to use the resources we have available. Healthcare is a necessity, so we deliver healthcare essentials

2024 HIGHLIGHTS

RECRUITMENT: Growing During Challenging Times

Hired an impressive team of engaged providers throughout the organization:

- Primary Care ~ Added 7 providers
- Dental – Added 1 dentist
- Behavioral Health – Added 8 providers

TEXTING: Enhancing the Patient Experience

Operational improvements in 2024 include the launch of text-based follow-ups for patients and user-friendly updates to our Patient Portal. Our revamped onboarding program for new practitioners ensures a seamless transition into our organization, incorporating regular feedback and personalized support.

DENTAL EXPANSION: More Care, More Comfort

Early in 2024, we completed the expansion of Dental in Rutland. By adding three new operatories for a total of nine, upgrading imaging equipment, and creating a larger sterilization area and a relaxing staff breakroom, we’ve elevated both patient care and staff experience. The reimagined entryway and waiting room also ensure smoother patient flow. With the addition of several new providers, we’re better equipped to meet the growing need for restorative, preventive, and hygienist services in our community.

231 NORTH MAIN: A New Hub for Behavioral Health

Completed in September 2024, our new headquarters at 231 North Main Street is now home to the Behavioral Health department and the Patient Access Center (PAC). This 17,000-square-foot facility was thoughtfully designed with separate waiting areas for pediatric and adult patients, a specialized crisis room, and dedicated therapy and counseling rooms — 11 for children and 25 for adults. With over 60 clinicians and staff on-site, the center is already making significant strides in reducing wait times for counseling and therapy sessions. Plus, we’re thrilled to announce that a geriatric clinic will open here in July 2025!

TECHNOLOGY: Embracing AI for Smarter Care

We’re exploring cutting-edge software upgrades and artificial intelligence (AI) integrations to enhance our electronic medical records (EMR) system. Our goal is to free up providers’ time for more face-to-face patient care and reduce the burden of administrative tasks. Potential solutions include AI-powered voice recognition, automated procedure coding, and advanced file search capabilities. Alongside these innovations, we’re bolstering cybersecurity with mobile device management (MDM), mobile application management (MAM), and the latest anti-virus protections.

through clear education materials and personalized service at the moment of need. Our simple approach ensures patients and providers share a complete understanding of both processes and available options.

Healthcare in Vermont is facing challenges. Years of underfunding combined with rising operational costs are jeopardizing sustainability, with some facilities closing, downsizing, or merging due to the ever-increasing cost of delivering healthcare. Financial challenges resulting from inflation, the competitive cost of staffing, and the expiration of pandemic funds increased our attention to efficiency and advocacy on a state and federal level. The gap between reimbursement and the actual cost of delivering healthcare services continues to widen and is of great concern.

As we continue to advocate for increased reimbursement from federal and state entities to better serve our community, our providers and patients must work closely together to develop and implement healthy lifestyle trends for themselves and their families and to communicate with local, state, and federal government officials by encouraging them to support funding of Medicare and Medicaid.

To keep balance, we’ll keep moving and growing to provide the highest quality accessible healthcare so you and your family can live your best lives.

Mike Gardner
Chief Executive Officer

MEDICAL UPDATE

Community Health’s priority is to organize and deliver the highest quality and safest healthcare to our patients and families. Reaching and exceeding these goals requires significant collaboration between many stakeholders.

Community Health understands this reality. For example, RPMC (our largest partner), our state’s executive and legislative leaders understand the challenges. Our goals are aligned with yours. This is fundamental to our mission.

Here are some of our challenges:

- Demographically, Rutland County is nearly the oldest county in the oldest state.
- We’ve a relatively low birth rate in Rutland County with comparatively limited economic opportunities for our young adults.
- Rutland City is managing an expanding population of homeless people (sheltered and unsheltered).
- There is limited housing in central Vermont. Availability of affordable housing affects every family in our community, especially first-time buyers, or professionals wanting to move to our community.

From a healthcare financial perspective, we’re confronted with certain realities:

- Possible federal restrictions on Medicaid funding, which will directly affect all patients (regardless of payer source), all providers, and every healthcare organization.
- We’re losing our regional Accountable Care Organization, which leaves Vermont health organizations looking for alternative services and funding for patients on Medicare.
- Reimbursements from our payers have never covered our costs for operating a Health Center. Never.

Recognizing these challenges, we are always looking for creative delivery designs to best accommodate our patients’ needs. A robust Care Management program serves to coordinate and connect the most vulnerable patient with the right care at the right time. We’re streamlining the referral and ordering processes and improving the function of the Patient Access Center. Strategically, our Board of Directors is both involved and excellent at executing oversight responsibilities.

Capital is appropriately allocated for plant, service, and equipment upgrades. Their oversight of clinical activity moves us forward.

Resultant from the efforts, in 2024 Community Health was awarded the “Gold Star” rating from Health Resources and Services Administration (HRSA), our federal regulator. This means that we’re in the country’s top 10th percentile in terms of the Quality of Care for all Federally Qualified Health Centers (about 1,300 nationally). While we are proud of this distinction, we’re not stopping there. We view our success as your success. This gives us all a special platform to create ever better experiences for our patients.

There’s more – Community Health is expanding its range of clinical services to include Eye Care, Geriatrics, and additional dental care. We operate two Express Care sites (Rutland and Castleton) that are open 365 days, 8am-8pm, and are available to any and every person. We continually recruit new clinicians onto our Medical Staff. Expanding our staff will reduce your waiting time for appointments (primary and secondary care). We value your need to access care.

Bottom Line: These concerns (and there are more) add up to a major challenge concerning our patients and families. Community Health is managing resources to best help our patients. This is especially important in an ever more complex healthcare environment.

This is our commitment to you – Community Health will remain a leader in the Primary Care world.



DIABETES SUPPORT

When Phyllis Blanchard met her son at the airport this past summer, he hardly recognized her. *“He lives in California. And he came through the gate, and he looked at me and said, ‘Mom, I’ve never seen you this size!’”*

Thanks to her team of diabetes specialists at Community Health, the vibrant 83-year-old lost 57 pounds and has decreased her insulin intake significantly. *“I have all kinds of energy now. My blood sugars are under control. I eat a whole different way,”* she said. *“Now I look at labels that I never did before and I am very conscious of carbohydrates and fats.”*

She’s struggled with her diabetes diagnosis since 2002. Before she started working with Community Health diabetes specialist Michele Redmond and her primary care provider Sally Beayon, FNP-BC, Blanchard said she weighed 230 pounds. Lifestyle changes, such as improved grocery shopping habits and better awareness of her diet, led to major changes in her overall health.

Born and raised in Vermont, a retired Castleton Elementary School 3rd & 4th grade teacher, American Legion Auxiliary volunteer, and a 61-year member of the American Legion Post 50 family, Blanchard remains active and involved in the community.

She’s a regular at the diabetes support group meetings at Community Health Castleton bringing friends along to the meetings the second Wednesday of each month.

“I’ve recruited at least four people since I started going to the group meetings,” she said. “I finally have a team at the medical center that works for me. And because they work for me, I feel it’s up to me to work for them.”

At the meetings they discuss various topics, allowing members to share their experiences and successes. *“We talk about food, and we talk about feelings, and we talk about medicine, and receive some awesome advice,”* she said. *“We all try to share our success with the people that come.”*

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**In order to improve
your health, you must
recognize your needs
and seek the knowledge,
understanding and
dedication of those with
the expertise.**
”

Phyllis Blanchard, teacher, volunteer,
Vermonter for life.

Blanchard compliments Redmond’s knowledge and access to resources shared with the group. *“At our last meeting, someone asked if there was a chart that explained carbohydrates. Michele went to her office and returned with booklets for each of us,”* she said. *“I just can’t say enough about Michele and Sally and how they have helped me,”* Blanchard said. *“They are an awesome team, and they go way above and beyond the call.”*

The teacher-turned-student, Blanchard said the greatest lesson she has learned through her diabetes support teams is “in order to help get help for yourself, you have to learn to help

yourself.” And, she said, she’s learned this because of the care and the knowledge the diabetes education team continues to share with her and the community.

DENTAL UPDATE



2024 has been an exciting and challenging year for our dental team. We have continued to grow and provide quality care for our community. Seven dentists and a team of hygienists support our growth as we continue to look for ways to fully support our community dental needs.

2024 was our busiest year ever with 20,812 total patient visits. Our dental volume has nearly doubled over the last 5 years. That number is astounding. As a dental team, we met our challenges with a strong determination and caring attitude. We also added 3D x-ray dental technology for Endontics.

Patients know how busy we are at Community Dental, and they really do appreciate that we truly care for them and try to provide the best treatment for them. Many of those patients were able to use our Sliding Fee Program more than they ever have in the past. This is truly a blessing for so many who would not have access anywhere else to quality care. Moving forward we will continue to do our very best to take care of our patients and community.

Community Dental has locations in Rutland and Shorewell and provides general and endodontic dentistry for the whole family.

Zachary Pratt is used to helping others as a volunteer in the global USAID Farmer to Farmer program, but when he needed help with his own deteriorating dental health, he was concerned. *“It’s been really hard to find a dentist in Vermont,”* he recalled. As a Community Health primary care patient, he set up an appointment with Jeremy Bullock, DMD. *“I was really glad to find him. He’s quite outstanding, actually. I’d say he’s the best dentist that I’ve ever really had,”* Pratt said.

Dr. Bullock helped the 72-year old create a plan and navigate the months-long process of adding upper and lower dentures. Pratt found the entire Dental team and Dr. Bullock to be caring, considerate and willing to spend the time to explain procedures and options. *“You know, I don’t feel rushed or pressured to do anything or not do anything that I don’t want to do. The whole staff is very kind and friendly,”* he said.

Pratt, 8th generation Vermonter, US Air Force Vietnam Veteran, and Michigan State University PhD is an ecotourism expert who is used to being resourceful and appreciates the value of community. *“I grew up on a dairy farm in Vermont for the first 18 years of my life and joined the Air Force right out of high school,”* he said. With his new dentures, he is looking forward to being able to take a bite into the apples growing in his yard.



DENTAL GRANT



Over the past three years, the Northeast Delta Dental Foundation (NDDF) has supported Community Health Dental with over \$127,500 in grant funds to help establish pediatric dental care services and provide state-of-the-art dental diagnostic and treatment technology.

When the last local pediatric dentist retired, Community Dental stepped in to fill the gap in pediatric dental care. A grant from NDDF helped to create a dental home environment specifically focused on children and their oral health care needs. Parents and children could relax in a comfortable, kid-friendly atmosphere and feel secure that updated dental equipment would address their children’s unique oral healthcare needs.

“Northeast Delta Dental is committed to helping children and families access quality oral health services in the communities we serve,” said Jennifer McGrath, Senior Manager of Corporate Giving at Northeast Delta Dental.

In 2024, endodontic 3D x-ray dental technology for adults and children was purchased and installed in the Rutland practice with help from a \$25,000 grant from NDDF. The technology captures details crucial for various dental procedures, including dental implant placement, complex root canals, extractions, orthodontic planning, TMJ assessment, and pinpointing the source of pain or infection.

“At Community Health, dental health is an integral part of comprehensive primary care,” said Jordan Gray, DDS, Community Health Dentist. *“For the more than 9,000 adults and children who receive dental care at our two dental clinics in Rutland and Shoreham, access to the best possible technology and treatment is important.”*



Colleen Hoard
April 3, 1970 – May 30, 2024

Colleen was a dental hygienist at Community Dental Shorewell and had worked for us for nearly five years. This was a challenging time for our staff but they leaned on each other and focused on remembering all of Colleen’s wonderful qualities and the care she gave to our patients.

“One of the greatest challenges we had in 2024 was losing one our beloved hygienists, Colleen Hoard. Colleen was a wonderful team member, and truly an amazing person. We miss her laugh and her kind heart. In 20+ years of dentistry, I personally have never had to deal with such a tragedy.”

– Jeremy Bullock, DMD

WELCOME TO OUR NEW PROVIDERS

Recruiting dedicated healthcare providers has remained a top priority for Community Health. Throughout 2024, we have been fortunate to connect with skilled and compassionate professionals who are not only deeply committed to their patients but also genuinely appreciate the welcoming environment and quality of life our community offers. It has been inspiring to see providers choose our community as a place to build their careers and put down roots with their families, reinforcing our mission to deliver exceptional healthcare to those we serve.



Annalisa Greco, PMHNP-BC
Behavioral Health



Sonali Herath, MS, MHS, PA-C
Primary Care



Cindy M. McDonough, NP
Primary Care



Linda McMurray, APRN, FNP-C, RDN
Primary Care



Karl Astaphan, MD
Primary Care



Kaitlynn Protivansky Baird, MSW
Behavioral Health



Lisa Cushing, PA-C
Primary Care



Amanda Domingus, FNP-C
Primary Care



Karen Mehri, MFT
Behavioral Health



Jenna Munger, PA-C
Skilled Nursing Facilities



Kiran Naik, DDS
Dental



Laurel Reed-Becksted, MA, LCMHC
Behavioral Health



Andre Eason, Jr., LCMHC, LADC
Behavioral Health



Laura Ferguson, MEd
Behavioral Health



John J. Garbecki, MCMHC
Behavioral Health



Shanna Gossett, MEd, LCMHC
Behavioral Health

CARING FOR THE **WHOLE PERSON**

Community Health is a Patient-Centered Medical Home (PCMH), meaning your care is centered around you. You'll have a trusted team that knows you, listens to you, and works together to support your health every day—not just when you're sick.

We care for the whole person, offering behavioral health and dental care alongside medical services – because your mental, oral, and physical health all matter.

At Community Health, you're not just a patient – you're a partner in your care.

BEHAVIORAL HEALTH



In 2024, Behavioral Health served 6,544 unique patients – a 25% gain over 2023.

Since 2020, the unique number of patients served has increased by 159%. The number of unique pediatrics patients was up 11% since 2023, and up 147% since 2020. The highest percentage increase was in pediatric psychotherapy appointments, addressing the long wait time that had developed since the pandemic for therapy sessions for children.

Behavioral Health staffing increased by almost 48% during 2024, and a remarkable 71% since 2020. During the past year, the staff of psychotherapists (LICSW, LCMHC, LADC) increased by 15%, relieving some of the demand for psychiatry, counseling, and care management providers for all ages, from children to seniors.

Behavioral health patients and staff benefited in 2024 from significant accomplishments – completion of the North Main Street facility broadened access to pediatric and adult services, expanded therapy staff diminished patient wait time, and implemented training and clinical internship programs to support the development of a sustainable workforce.

Our substance abuse Medication Assisted Treatment (MAT) providers are also located at Mettowee, Castleton, North Main, and Brandon along with a team of four care managers. Unique MAT patients served increased 3% in 2024 and 11% since 2020.

The use of telehealth visits has helped decrease the no-show rate to 8.8% in 2024. Nationally, the no-show rate is 29%.

The 2024 strategic goals focused on the Quadruple Aim (Health and Financial Outcomes; Patient and Employee Experience).

In 2025, we will further strengthen our efforts by enhancing training and recruitment of skilled professionals, expanding behavioral health education for our primary care providers, exploring new programs focused on geriatric and dementia care, and continuing to support care management and Telehealth services.

HEALTH OUTCOMES

- Screenings to identify social determinants of health, domestic violence, and harm to self
- Intensive care management for MAT and persistent and chronic mental illness
- Staff training on access to lethal means counseling and suicide and depression screening
- Distribution of over 240 gun locks for unsecured firearms at home
- Partnership with Rutland Mental Health Crisis Patient Aftercare Plans

PATIENT EXPERIENCE OUTCOMES

- North Main Street facility completed
- Patient satisfaction reports over 95% satisfaction in all categories
- Solidified coordination with the Patient Access Center for primary care collaboration and prescription refills
- Telehealth expanded to accommodate more patients (50% of services delivered by telehealth; very low no-show rate)

EMPLOYEE EXPERIENCE

- Clinical growth with the hiring of Marriage and Family therapists
- Community engagement programs (Recovery Coach State Conference, Out of Darkness suicide prevention, Stomping Out Stigma)
- Clinical internship programs: therapist; psychiatry nursing; high school program
- Fast Track employment for clinical interns
- Workplace violence training for all staff
- Psychiatry support for pediatric primary care providers
- Virtual/fully-remote options to prevent turnover and patient continuity
- Safety and security features added in the new North Main building and office design

FRIENDS RECRUIT FRIENDS



Sydney Dowdy, MFT, Lindsey Gonzalez, MFT and Karen Mehri, MFT, Rostered Marriage and Family Therapists at Community Health, share a unique journey. It began in a graduate program in North Carolina during the pandemic and brought all three to Vermont, connecting them once again personally and professionally in an atmosphere that supports the career goals cemented during their graduate studies.

Sydney, who Lindsey calls “the trailblazer” was first to be hired by Community Health in 2023. She shared the positive experience at Community Health with her fellow therapists. Four months later, Karen started her career at Community Health’s North Main Street practice as a rostered marriage and family therapist.

“Sydney had already planted those roots for us,” Lindsey said. “She was raving about Community Health. She knew we had a desire to be in New England. Feeling so supported and that the work was manageable while having a life outside of work really helped solidify our desire to apply and come up here.” Lindsey, her husband, and newborn moved to Rutland from Florida a year after Karen, reuniting the three friends.

“We hired all three of them from the same school and program and all are performing really well,” said Christopher Chadwick, MS, LADC, AFC, Director of Community Health Behavioral Health and MAT Services. “This was the first time we hired someone with that type of experience and education.” Community Health began the Rostered Psychotherapy program in 2022, offering graduates of master’s degree programs the opportunity to achieve their full certification while working full-time in a clinical setting.

Now, working together at Community Health, they praise the balanced and supportive work culture they have found there, emphasizing flexibility and prioritizing staff well-being.

“Having been a nanny and working with families, my approach is systemic – similar to social workers,” said Lindsey. “Rather than viewing a problem as stemming from an individual, I see them as part of a larger system or dynamic between people. This shapes how I approach conflict and problem-solving.”

“I’ve been so happy with how Community Health structures things, how they approach problems,” Lindsey said. “We’re included in team meetings every week, and there’s a real sense of collaboration as we come together to review what’s happening within Community Health.”

Beyond their professional collaboration, the trio has nurtured a lifelong friendship, enjoying activities like skiing and camping, and even celebrating holidays together. Their close bond, they said, not only enriches their personal lives but also enhances their client care, demonstrating the powerful intersection of friendship and professional fulfillment.

“Between our offices, I get to chat and consult over cases. And It’s beautiful because I trust them on a friendship level and then I also respect them greatly as clinicians,” Lindsey said.

“It’s the best place I’ve ever worked,” Karen said. “I feel valued and respected. The work can be challenging but it’s not stressful in the way that other places where I’ve worked have been stressful. We get to focus on therapy; we’re really well supported with supervision; and I get to see my friends every day.”



QUALITY **IMPROVEMENT**

Quality Improvement (QI) is a fundamental aspect of our culture at Community Health. Our practice leaders, associate medical directors, clinical staff, and office assistants contribute to quality improvement teams. These teams develop projects and set performance targets to enhance outcomes and improve service delivery across the organization.

In 2024, Community Health undertook more than 22 QI projects across 13 different measures. By analyzing performance quarterly at each of our 11 practices or service lines, we assessed a total of 88 distinct data points. Our providers and staff can take pride in achieving our targets 81% of the time.

The measures we select are carefully chosen to support patient and population health outcomes for our region. As a testament to our efforts, Community Health was honored as a national leader in quality, receiving the 2024 Health Center Quality Leader Gold Award, placing our organization among the top 10% of Federally Qualified Health Centers in the country.

To maximize the impact of our initiatives, our measures must align with the goals of as many stakeholders as possible. This year, we placed additional emphasis on coordinating our quality work with feedback from our state and community partners. We selected measures that address the Health Resources & Services Administration (HRSA) Uniform Data Set, population health targets set by the Accountable Care Organization (ACO), and critical input from our patients through the patient satisfaction survey.

Notable improvements include specific efforts to integrate technology in the management of hypertension, diabetes, and service utilization:

- Patient panel analysis to promote follow-up and management of hypertension resulted in more patients achieving controlled blood pressure
- A continuous glucose monitoring (CGM) pilot program in Castleton demonstrated improved diabetes management and A1C reduction, along with enhanced patient understanding of their health
- Expanded access to the electronic medical record and patient portal allows patients to better comprehend their clinical data and engage actively in improving their health outcomes
- Survey data utilization to guide quality improvement has enhanced communication and patient satisfaction within Express Care

Effective communication is critical to all our QI efforts. This year, we analyzed patient satisfaction survey data to better listen to and understand our patients. In Express Care, we identified a communication gap and improved our processes to keep patients and staff informed when delays in care occur.

While an acute visit can be stressful, we strive to communicate with our patients at every opportunity. This commitment reflects our universal quality and population health goals: to provide the right care, improve outcomes, and enhance the experiences of both patients and providers.

While the course of an acute visit can be unpredictable, we want to inform and communicate with our patients at every opportunity; and this process is reflective of our universal quality and population health goals: to provide the right care, to improve outcomes, and to better the patient and provider experiences.



PATIENT **RESOURCES**

Community Health patient education initiatives are focused on the significance of early detection, self-management, support, and community outreach. Leading the education efforts is a team of care managers, certified diabetes educators, dietitians, diabetes coordinators, and community health workers – all trained healthcare professionals who help patients access the medical and non-medical resources they need.

Seventeen care managers at all locations support providers and assist patients with information and access to resources that impact their health such as homelessness, food insecurity, transportation, refugee status, substance abuse, and mental health. Care managers specialize in behavioral health, pediatric, and chronic care management and are skilled at developing relationships with providers, community partners, and resources utilizing health literacy and education for those who have difficulty navigating the healthcare system. Care managers lead the effort to collaborate with community stakeholders such as the Council on Aging, Rutland Regional Medical Center, visiting nurses and many other partners.

Adults diagnosed with diabetes are significantly more likely to have a co-occurring chronic disease than those without diabetes. Because of the prevalence of diabetes in our community (10% of the Rutland County population, per Vermont Department

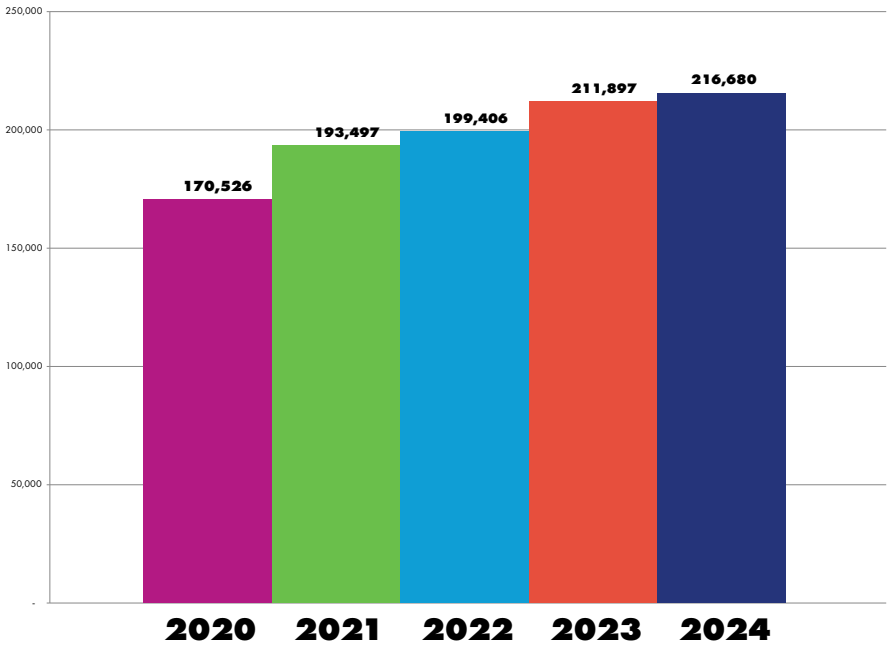
of Health), diabetes education continues to be a priority. Certified diabetes educators, coordinators, and dietitians meet with patients who have been diagnosed with pre-diabetes or diabetes to teach them how to manage their illness through diet and lifestyle changes. Addressing the importance of early detection, Community Health diabetes educators teamed up with the Lion’s Club and retired Community Health provider Dr. Hans Peter Dierksen for diabetes blood screenings at local senior centers, businesses, and health fairs to help identify signs of diabetes and pre-diabetes. We also oversee a diabetes support group that meets monthly in Rutland and Castleton where patients and family members share information, resources, and even recipes for healthy food preparation.

The growth of the elderly population has highlighted the increasing need for Alzheimer’s and dementia education and support, though many patients face these challenges even in their younger years. A monthly Alzheimer’s support group for caregivers is staffed by Community Health care managers where caregivers discuss resources and share experiences and personal stories about the stressful and often life-changing impact of caring for someone with these conditions. The meeting at Community Health Allen Pond provides a safe, private space for discussion of issues that are impacting families emotionally, financially, and logistically in our community.



GROWTH & BALANCE

TOTAL
PATIENT VISITS



COMMUNITY HEALTH CENTERS OF THE RUTLAND REGION

BALANCE SHEET Ending 12/31/24

ASSETS	12/31/2024	12/31/2023
Current Assets		
Cash & Cash Equivalents	4,132,894	9,282,540
Investments	17,992,260	12,822,639
Net Receivables	3,936,419	3,823,564
Prepaid Expenses & Others	6,584,729	5,779,458
Total Current Assets	32,646,302	31,708,201
Net Fixed Assets	17,545,797	16,397,162
Other Long Term Assets	876,123	717,959
TOTAL ASSETS	51,068,222	48,823,321
LIABILITIES & NET ASSET		
Current Liabilities		
Total Current Liabilities	6,465,981	5,260,972
Long Term Liabilities	876,123	717,959
Total Unrestricted Net Assets	43,726,118	42,844,390
TOTAL LIABILITIES & NET ASSETS	51,068,222	48,823,321

INCOME STATEMENT Ending 12/31/24

	12/31/2024	12/31/2023
TOTAL OPERATING REVENUE	63,775,148	59,000,349
TOTAL OPERATING EXPENSE	64,906,591	60,367,990
NET INCOME (LOSS)	(1,131,443)	(1,367,641)

In recent years, primary care in Vermont has faced rising costs without matching revenue – in some cases, revenue has decreased. To address these losses, we’re expanding services like Behavioral Health, Pharmacy, and Eye Care, advocating for higher Medicaid reimbursement, and pursuing quality-related funding. These steps are vital to maintaining financial stability and delivering high-quality patient care.



CAREER GROWTH

At the age of 18, Emily Reynolds knew that she wanted a career in the medical field. During her senior year in high school, she joined her hometown Cambridge Valley Rescue Squad and became fully involved, volunteering for three shifts a week, serving as vice president of the organization, immersing herself in the field of emergency medicine and community service.

“It is such a satisfying feeling to be able to help people in their most vulnerable moments,” she said. Her volunteering continued for a decade after graduation, fulfilling EMS shifts on top of a full-time job.

Emily’s experience in the healthcare field began in administration, registering patients at Southwestern Vermont Medical Center and then at an outpatient addiction treatment center in Bennington, Vermont. *“I knew I wanted to do something more hands on such as a medical assistant to support our community,”* she said.

The addiction treatment center trained her to draw blood, a new skill in addition to her EMS certification. When a phlebotomist position opened at Community Health Mettowee, she knew this was her chance to

work more closely with her community and expand her skills in the field of healthcare. Community Health supported workforce development training, including medical assistant (MA) studies and credentialing.

Emily jumped at the chance to enroll in the Community Health sponsored MA program at Rutland’s Stafford Technical Center, where in six months she achieved her dream of becoming a medical assistant. She started the intensive academic and clinical training in September, passed the test and was certified by May.

“Emily is a great addition to our team at Community Health Mettowee,” said Lauren Hayes, Practice Manager Community Health Mettowee. *“She is willing to go above and beyond to support coworkers and patients. We are proud of Emily for fulfilling her goal of becoming a medical assistant.”*

A full-time phlebotomist at Community Health Mettowee, Emily fills in as an MA, “happy” in her current position and looking to where she can take her passion for learning to the next step.

GOLD FOR WELLNESS



Community Health proudly received the 2024 Governor's Excellence in Worksite Wellness Award – Gold Level, a significant recognition of our standard of excellence and commitment to promoting worksite wellness initiatives. The Governor's Council on Fitness and Sports honored efforts by Community Health and other Gold Level employers in Vermont for enhancing productivity, bolstering a healthy environment, and improving employee well-being.

This year, Community Health's Human Resources team, led by Benefits and Leave Specialist Tina Mariee Austin and supported by our health insurance liaison, curated a full calendar of wellness activities designed to engage employees and promote a healthy work environment with tangible goals and engaging incentive awards.

One notable highlight was our company-wide wellness picnic held on June 8, which fostered connection with staff and their families and boosted morale by combining fun activities while focusing on health and well-being. The event featured a variety of wellness stations run by community partners: an on-site yoga class, Come Alive Outside activities for the kids, and the Elks Club providing a meal. Together, the organized event created camaraderie while emphasizing the importance of being focused on wellness in daily life.

Other ongoing workplace wellness activities include worksite yoga, mental health initiatives aimed at reducing stress, and water drinking challenges to promote healthy habits, to name a few. Employees received monthly newsletters highlighting wellness activities and challenges to continuously engage them.

Through these activities, employees were able to accumulate points toward incentive rewards to encourage lasting healthy habits.

Building off the success of 2024, our goal in 2025 is to expand our wellness initiatives with strategic goals aimed at enhancing the workplace culture and driving meaningful change. To accomplish these goals, we aim to actively engage our employees in a Wellness Committee, explore nutritional partnerships, and provide comprehensive financial education programs to empower our staff with the skills and knowledge to manage their finances effectively.

We will build a strategic plan that focuses on a workplace culture that prioritizes physical, mental, social, financial, and emotional health.

Our vision is to create a workplace where employees feel valued, supported, and empowered to prioritize their well-being. Community Health's commitment to wellness goes beyond recognition – it's about creating lasting, positive change for our employees, patients, and community.



YEARS OF SERVICE HONOREES



5 YEARS

Holly Arnado.....	Patient Access Center	Emily Jannene.....	Financial Services
Lauren Breen, RN.....	Express Care	Jason Keicher, LICSW.....	Rutland
Jeremy Bullock, DMD.....	Dental	Carrie Lacross, LPN.....	Rutland
Michele Cables, CPC.....	Financial Services	Jean Letts, MD.....	Mettowee
Christopher Chadwick, LADC, AFC.....	North Main	Michaela Martelle, CPT, CCMA.....	Mettowee
Lauren Cheney, RT.....	Express Care	Ashley Rick, LADC, LMHC.....	North Main
Cristin Craft, NP.....	Nursing Home	Susannah Chandler, CPB, CPC.....	Financial Services
Valerie Dupont, RT.....	Castleton	Lisa Robertson, CCMA.....	Express Care
Ashley Gebo, LPN.....	Nursing Home	Yohanny Santana, LICSW.....	Castleton
Marion Gregory, RT.....	Mettowee	Thomas Simpatico, MD.....	North Main
Ryan Handfield, RN.....	Administration	Kimberly Stannard, RN.....	Patient Access Center
Jennifer Hanson, MD.....	Express Care	Rose Tabor, CCMA.....	Express Care
Kailah Hill.....	Patient Access Center	Lee Thompson.....	Mettowee
Rebecca Hunke, LADC, LMHC.....	North Main		

10 YEARS

Carol Adaman.....	Express Care	Kayla Lincoln.....	Dental
Tina Mariee Austin.....	Administration	Clara Martell, PA-C.....	Mettowee
Amanda Belden, RDH.....	Dental	Heather Renaud, CCMA.....	Nursing Home
Allison Devino.....	Brandon	Elizabeth Sheldon-Morris, PA-C.....	Brandon
Eleanor Grabach, LICSW.....	North Main	Eitan Sobel, MD.....	Nursing Home
Chelsea Greeno, PMHNP.....	Castleton	Amanda Winchell, LPN.....	Pediatrics
Mary Harte-McFarren.....	Medical Records		

15 YEARS

Glenda Belock, LPN.....	Express Care	Rebecca Courtright, RN.....	Castleton
Wanda Bushey, CPC, CPPM.....	Administration	LaRena Fitz-Gerald, CPC.....	Administration
Stefanie Buffum, PHARM.D.....	Brandon	Suzy Smyrski.....	Financial Services
Jamie Condrill, RDH.....	Dental	Ann Tuttle, LPN.....	Castleton

20 YEARS

Amy Coderre, LPN.....	Castleton	Michele Redmond, RN, CDCES.....	Castleton
Michael Gardner.....	Administration		

Recognizing staff years of service anniversaries
that fall between 4/1/23-3/31/24

OUR LOCATIONS

Community Pharmacy – Brandon

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

Community Health Dental – Rutland

69 Allen Street, Suites 7 & 10, Rutland, VT 05701
802-774-5050

Community Health 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 Eye Care *(Opening in 2025)*

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

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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