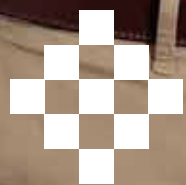


2025 ANNUAL REPORT



Delivering on Our Vision Through the Quadruple Aim



COMMUNITY
HEALTH

MEDICAL • DENTAL • BEHAVIORAL HEALTH

BOARD CHAIR REVIEW



In 2025 we saw both achievements and challenges for Community Health.

In the spring, we mourned the passing of Thomas Huebner, a devoted and highly respected member of the Community Health Board of Directors and Chair of the Finance Committee. Tom's enduring contributions to Vermont's healthcare system will be remembered for many years, and he is deeply missed by the entire community. His passing represents our greatest loss of 2025.

As a nonprofit, maintaining strong financial health is always demanding; and 2025 brought especially steep challenges. Reductions in Federal and State program funding and grants placed significant pressure on our bottom line. Even so, the leadership team identified creative opportunities that improved our financial outlook. The addition of Community Health's Eye Care and Pharmacy expanded the range of services we offer and generated revenue to help sustain all of our programs.

In recent years, recruiting providers has been difficult. This limited our ability to accept new patients, which runs counter to our mission of providing affordable healthcare to all. We are pleased to report that we are now fully staffed and able to meet the primary medical needs of patients at all of our sites.

Looking ahead to 2026, we will concentrate on increasing efficiency through the adoption of innovative technology and striving to remain fiscally responsible while upholding our unwavering commitment to high-quality care.

Nancy Morlino
Chair, Board of Directors

2025 Board of Directors

Nancy Morlino, MBA, Chairperson

Jade Mead, Vice Chair

Michael Gardner, CEO*

Jill Jesso-White, Secretary*

Dean Rinaldo, MBA, Treasurer*

Anne Awad, MSW, PhD

Carol Ballou, MS

Charles Becker, Esq.

Luther Brown, PhD

Joanne Calvi, BSN, RN

Peter Diercksen, MD

Richard Griffith

Bob Hedden

Thomas W. Huebner

Lawrence G. Jensen, MBA

Joe Kraus

Elizabeth Kyhill, MSN, RN

Amy Menard, Esq.

Bob Riley, PhD

Jennifer Scott, PsyD, ABPP

Chadd Viger, MS, LADC

Matt Whitcomb, MEd, MBA

*Non-voting

96%

Patients Likely to
Recommend Provider

Ease of Scheduling
an Appointment

93%

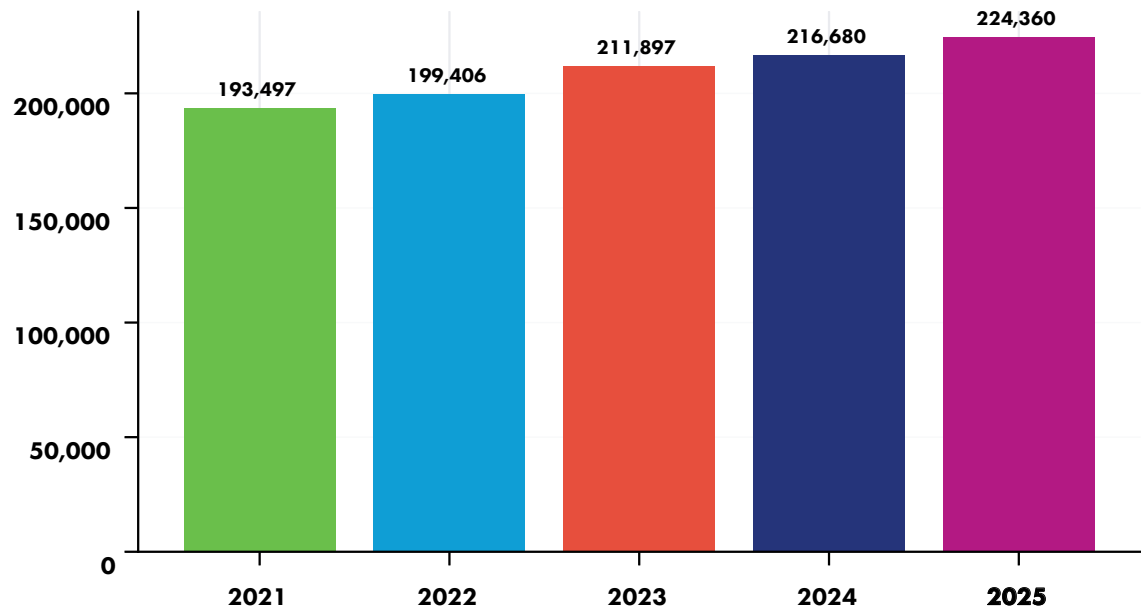
20,019

Average Number of calls
handled per month

GROWTH & BALANCE



TOTAL
PATIENT VISITS



COMMUNITY HEALTH CENTERS OF THE RUTLAND REGION

BALANCE SHEET

Ending 12/31/25

ASSETS	12/31/25	12/31/2024
Current Assets		
Cash	2,635,692	4,132,894
Equities & Short-Term Investments	19,805,752	17,992,260
Net Receivables	5,397,079	3,936,419
Prepaid Expenses & Others	6,487,998	6,584,729
Total Current Assets	\$34,326,521	\$32,646,302
Net Fixed Assets	17,289,777	17,545,797
Other Long Term Assets	694,704	876,123
TOTAL ASSETS	\$52,311,001	\$51,068,221
LIABILITIES & NET ASSET		
Total Current Liabilities	6,200,514	6,465,981
Long-Term Liabilities	694,704	876,123
Total Unrestricted Net Assets	\$45,415,784	\$43,726,129
TOTAL LIABILITIES & NET ASSETS	\$52,311,001	\$51,068,221
DAYS OF CASH ON HAND	136	142

INCOME STATEMENT

Ending 12/31/25

	12/31/2025	12/31/2024
TOTAL OPERATING REVENUE	\$72,566,602	\$63,775,148
TOTAL OPERATING EXPENSE	\$72,428,299	\$64,906,591
NET INCOME (LOSS)	\$138,303	\$(1,131,443)

Long-Term Stability

As healthcare costs rise and reimbursement remains challenging, Community Health continues to take a thoughtful, strategic approach to financial sustainability. By expanding services (such as Behavioral Health, Pharmacy, and Eye Care), advocating for improved Medicaid reimbursement, and pursuing quality-based funding, we are working to ensure long-term stability while keeping care accessible for the communities we serve.

REFLECTIONS FROM **OUR CEO**



Guided by the Quadruple Aim framework, this 2025 Annual Report reflects our continued commitment to delivering an exceptional patient experience, supporting a positive employee experience, improving health outcomes, and maintaining strong financial stewardship.

Each of these pillars is essential to our mission, and together they define how we serve our community and sustain our organization.

Financial performance was a significant focus over the past year. At the close of 2024, Community Health ended the year with a loss of \$1.1 million – an outcome that was deeply concerning and clearly unsustainable. Like many healthcare organizations, we were impacted by post-pandemic inflation, rising operational and staffing costs, and reimbursement rates that failed to keep pace. I am pleased to report that by the end of 2025, we successfully reversed this trajectory and achieved a positive operating margin of \$138,303.

This turnaround was driven by several key factors. After years of advocacy, Medicaid approved a 20% rate increase, resulting in approximately \$3 million in additional revenue. In addition, pharmacy-related legislation improved reimbursement and ensured more prescriptions remained within our formulary. While Community Health is a not-for-profit organization, a positive bottom line is essential. These resources allow us to reinvest directly into our mission – supporting facility improvements, strengthening infrastructure, addition of service lines, and providing competitive compensation for our staff.

We also made meaningful progress in improving health outcomes, particularly in the management of high blood pressure. When compared with national FQHC benchmarks, Community Health demonstrated significant improvement, outperforming national averages in nine of fourteen quality measures. While we are proud of these results, we remain focused on continued improvement in areas such as depression

remission, HIV screening, dental sealants, and other key indicators. Our clinical teams and providers are deeply engaged in this work, and their dedication is driving measurable change.

Ensuring a strong patient experience remains central to everything we do. We regularly collect patient feedback through brief post-visit surveys and use this information to guide improvements across our practices. I am also pleased that Community Health has reopened to new patients – an important milestone made possible by successful recruitment efforts and the onboarding of new providers. Combined with improved clinical workflows, these efforts help ensure our patients receive timely, high-quality, and compassionate care.

Equally important is the experience of our employees. Late last year, we conducted an organization-wide staff engagement survey and achieved an extraordinary 93% participation rate – a testament to the commitment and trust of our workforce. I am personally leading efforts to respond to this feedback and translate it into meaningful improvements. Our staff are the heart of Community Health, and we could not fulfill our mission without their dedication and professionalism.

Having been part of Community Health since its founding in 2004, I continue to be inspired by the exceptional work our team does every day. I am proud of the personalized, high-quality care we provide and the deep commitment our staff shows to the communities we serve. We work with intention and purpose to ensure Community Health remains strong and sustainable for years to come.

Looking ahead to 2026, three strategic priorities rise to the forefront. First, we will develop a Medical Assistant training program to strengthen our workforce and better support our providers. Second, we will expand the use of artificial intelligence tools to enhance clinical efficiency and streamline administrative tasks. Together, these efforts will contribute to our third priority: reducing provider and staff burnout by fostering a healthier, more sustainable work environment.

Thank you for your continued support of Community Health and our mission.

Mike Gardner
Chief Executive Officer

2025 NOTABLES

New Leadership Roles



Christopher Chadwick, MS, LADC, AFC, Community Health's Chief Operating Officer, led Community Health's Behavioral Health service line for the past six years during which time he more than doubled the team, services provided and patients served. Chris's vision for the future is grounded in teamwork, collaboration,

and transparency. He is committed to building strong, effective solutions across departments, roles, and perspectives – cultivating an environment where every team member feels valued, heard, and empowered to contribute to our shared success.



Ashley Rick, MS, LCMHC, LADC, PMH-C, Director of Behavioral Health & MAT Services, served as Community Health's Clinical Supervisor since 2020. During that time, she worked closely with the leadership team to strengthen the clinical staff with highly skilled behavioral health expertise in trauma support, marriage and family

counseling, geriatric and pediatric counseling, internship opportunities and expanding facilities at the newly renovated North Main Street location to accommodate the growing behavioral health needs in the community.



Samantha Smart, MBA, joined Community Health as Director of IT Applications in 2025. Applying her many years of IT application experience in the healthcare industry, she will be introducing AI technology into our electronic medical records (EMR) to support more efficient provider charting and assisting leaders with all workflow

where IT technology can be used to improve efficiency.

Gold Level 2025 Worksite Wellness Award

Community Health's healthy workplace initiatives were recognized by the **2025 Governor's Excellence in Worksite Wellness Award – Gold Level**. The annual Worksite Wellness Awards create a standard of excellence for worksite wellness practices and recognize Vermont employers like Community Health who make efforts to enhance productivity, bolster a healthy environment, and improve employee wellbeing.

Gold Award for Heart Health Quality

Community Health's heart health initiatives were recognized in 2025 by the **Health Resources and Services Administration** as having met or exceeded three target goals set in 2024 among primary care patients. The areas of achievement by Community Health include:

- Tobacco-use screening and cessation intervention
- Ischemic Vascular Disease (IVD) use of aspirin or other antiplatelet
- Statin therapy for the prevention and treatment of cardiovascular disease

Heart disease deaths are higher in Rutland County than statewide, underscoring Community Health's focus on prevention. Each year, heart disease affects 42,000 Vermonters and is a leading cause of death in Vermont and nationwide.

The Heart Health badge recognizes Community Health's data-driven achievements in access, quality, and outcomes.



Support Group and Training Grants

Established in January 2023, the **Alzheimer's Caregiver Support Group** offers a free, monthly one-hour session for individuals caring for those with dementia or Alzheimer's disease. In partnership with the Southwestern Vermont Council on Aging, Rutland Mental Health Services, and the Alzheimer's Association of Vermont, the program connects caregivers with resources and peer support. United Way funding supports approximately 80 individuals annually through the work of two specially trained Community Health Care Managers.

A grant from the **Northeast Delta Dental Foundation** enabled expanded training and certification opportunities for the dental team. These investments allow dentists to focus on complex procedures, improve office management efficiency and patient communication, and broadens the scope of practice for certified dental assistants – supporting both quality of care and career advancement.

Funded by the Vermont Department of Health, the **Building Hope and Health Trauma Support Group** serves individuals with a history of trauma. The weekly meeting is led by two licensed clinicians who provide education and peer support aimed at recovery from substance use. The program's long-term goal is to empower participants to build healthier lives free from the destructive patterns of trauma and addiction.

WELCOME TO OUR **NEW PROVIDERS**

Caring for patients and meeting community needs continues to guide how Community Health grows its provider team. In 2025, we welcomed 18 providers who are committed to listening, building trust, and delivering thoughtful, high-quality care to the people they serve. These clinicians chose Community Health because of our focus on patients, teamwork, and connection to the community. Their presence strengthens our ability to provide dependable, compassionate care close to home.



Patrice Anderson, LICSW
Behavioral Health



Frank Aquistapace, OD
Eye Care



Katherine Cardenas, LICSW
Behavioral Health



Sarah E. Christiana, DNP, FNP-BC
Primary Care



Kassia Dutton, FNP=BC
Primary Care



Dimas C. Espinola, MD, MPH, FAAP
Pediatrics



Alyssa B. Flynn, MS, LSP
Behavioral Health



Lindsey Gonzalez, MFT
Behavioral Health



Vanessa Granados, MS, MCMHC
Behavioral Health



Anna Gries, LCMHC, LPC
Behavioral Health



Hannah Mulligan, APRN
Primary Care



Tracy Richards, MS, LCMHC
Behavioral Health



Naomi Ross, MSW
Behavioral Health



Vered Sobel, MD
Eye Care



Larry Springsteen, PharmD
Pharmacy



Jeffrey Stone, PharmD
Pharmacy



Kathleen Weideman, APRN
Primary Care



Doreen White, RPh
Pharmacy



COMMUNITY PHARMACY



This year marked an important milestone for Community Health with the opening of Community Pharmacy in Rutland, expanding access to local, coordinated pharmacy care for our community. Designed to support continuity, convenience, and trusted relationships, the pharmacy strengthens our integrated approach to health and wellness.

While Community Pharmacy represents a new chapter, it is grounded in familiarity and experience. The pharmacy team transitioned from the long-standing Beauchamp & O'Rourke Pharmacy, bringing with them deep community knowledge and established relationships. Patients will recognize many of the same trusted faces – staff who continue to provide the personalized service, expertise, and care they have relied on for years.

In addition to prescription services, Community Pharmacy offers a retail space with vitamins, supplements, and durable medical goods, helping patients access everyday health and wellness items in one convenient location. To further reduce barriers to care, the pharmacy also provides delivery throughout the local area, supporting patients who may face transportation or mobility challenges.

Community Pharmacy in Rutland is more than a new service location – it is an extension of Community Health's mission to provide accessible, patient-centered care rooted in the community. By combining familiar staff, expanded services, and local delivery, the pharmacy reinforces our commitment to meeting people where they are and supporting their health at every stage.





A MEASURED APPROACH: **THE QUADRUPLE AIM**

Our success is guided by the Quadruple Aim, which centers on four equally important priorities: the patient experience, the employee experience, health outcomes, and financial sustainability. Each depends on the others, and together they move us closer to our vision of cultivating a healthy community through prevention and care – one where all individuals can achieve their highest potential for health and wellness. This framework guides decision making across the organization and serves as the foundation for how Community Health measures progress, evaluates performance, and remains accountable to the community it serves.

As a Federally Qualified Health Center, Community Health operates in a complex healthcare environment shaped by workforce shortages, rising demand for services, and financial challenges. In response, the organization has focused on building systems that are data driven, patient centered, and sustainable, ensuring that growth in access and services is matched by quality, efficiency, and measurable outcomes.

IMPROVING THE **PATIENT EXPERIENCE**

Community Health's approach to a patient's experience extends beyond individual encounters. In 2025, the organization continued to prioritize access, coordination, and continuity of care – recognizing that timely appointments, clear communication, and coordinated services are critical indicators of quality. Patient experience data is reviewed regularly and shared with leadership and the Board of Directors as part of ongoing quality oversight.

Investments in care coordination, referral management, and patient satisfaction monitoring support a consistent standard of care across service lines, including medical, dental, behavioral health, and pharmacy services. These efforts reflect a system-wide commitment to listening to patients and using feedback to guide improvements.

IMPROVING

Health Outcomes

Advancing health outcomes remains central to Community Health's mission and strategic planning. In 2025, the organization continued to strengthen its use of population level data to identify risk, prioritize prevention, and guide targeted interventions. Quality indicators are selected and reviewed through established governance structures, including clinical leadership and quality committees, to ensure alignment with internal priorities and external regulatory requirements.

Community Health's strategic focus on prevention, chronic disease management, and community partnerships reflects a broader understanding that health outcomes are shaped not only by clinical care, but also by access, education, and social drivers of health. Collaborative initiatives with regional partners support a more integrated approach to care delivery and reinforce accountability for outcomes across the local healthcare system.

AN ENGAGING

EMPLOYEE EXPERIENCE

Recognizing that patient outcomes depend on a stable, supported workforce, Community Health continued to invest in employee experience as a core component of the Quadruple Aim. In 2025, the organization reinforced its commitment to workforce engagement through training, leadership development, and regular employee feedback mechanisms. Leadership has identified employee satisfaction as a key pillar of organizational success, equal in importance to quality, access, and financial stability.

By focusing on workforce well being, Community Health aims to reduce burnout, strengthen retention, and ensure continuity of care for patients. These efforts also support long-term sustainability by preserving institutional knowledge and maintaining a skilled, mission driven team capable of adapting to evolving community needs.

ENSURING POSITIVE

FINANCIAL OUTCOMES

Financial sustainability is essential to Community Health's ability to fulfill its mission. In 2025, the organization continued to balance growth with fiscal responsibility, using operational and financial data to make informed decisions and maintain accountability to funders, regulators, and the community. Cost efficiency, productivity, and reinvestment in services are monitored as part of a comprehensive performance framework tied to the Quadruple Aim.

This disciplined approach allows Community Health to expand access while maintaining affordability and quality – ensuring that public resources, grant funding, and reimbursement dollars are used effectively to support community wide health outcomes.

A FRAMEWORK FOR **OUR FUTURE**

This will be a pivotal year for initiatives like a Medical Assistant training program to bring more staff into each of our clinics. Between this and the use of technology such as AI for charting and the patient portal for increased communications, Community Health is hoping to reduce burnout for both providers and staff. We also plan to focus on increased patient access through improvements to and expansion of our facilities.

Finally, we will be working with an Accountable Care Organization for better patient outcomes and to lower the total cost of care.

The future is bright!







Community Health expanded its integrated care model with the opening of Community Health Eye Care at 71 Allen Street, Suite 403, in Rutland. Led by Vered Sobel, MD and Frank Aquistapace, OD, the new practice strengthens access to essential vision care while supporting continuity for patients who already receive services through Community Health.



Community Health Eye Care provides routine and preventive eye care – including eye exams and contact lens services – helping patients maintain healthy vision at every stage of life. The team focuses on patient education, clear communication, and personalized care to support long-term eye health.

By bringing eye care into Community Health's integrated system, patients benefit from a more connected care experience – one that aligns vision services with primary care, dental, and behavioral health. The addition of Eye Care reflects Community Health's strategic focus on expanding services to meet community needs and improving access to comprehensive, coordinated care close to home.

Community Health Eye Care represents another step forward in building a healthier community through accessible, patient-centered services delivered in a trusted, local setting.



YEARS OF SERVICE HONOREES



5 YEARS

Folake Azeez, APRN, PMHNP-BC.....North Main	Sandra Hudson-KnappDental
Sally Beayon, FNP-BC.....Castleton	Kathryn Johnson.....Castleton
Tassie BoudreauBrandon	Tegan JonesCastleton
Krystal Brown, LICSWSkilled Nursing Facilities	Lauren Lattuca.....Castleton
Hayley Dubois.....Shorewell	Whalen Layne, RNBrandon
Kelly EatonFinancial Services	Julie Paul, RDH.....Dental
Mary Fox.....Financial Services	Danielle Robillard, APRN.....Skilled Nursing Facilities
Gordon Gieg, MD.....Brandon	Carleen RousseauPatient Access Center
Tiffany Graham.....Dental	Ryan Waltzer, PharmD.....Pharmacy

10 YEARS

Noreen Babcock Medical Records	Jean Pringle, LPN Shorewell
Angela Ettori, RN..... Castleton	Kandie Stocker..... Patient Access Center
Amy Ferguson, MD, FAAP Pediatrics	Margot Thompson, LPN Shorewell
Jill Jesso-White..... Administration	Nancy Trombley, CCMA Rutland Express Care
Emily Keeler, RN North Main	Kristen Tudhope, RN..... Brandon
Deidra Miller Rutland Express Care	Philip Wagenbach, PA-C Castleton Express Care
Jean Morgan, FNP Shorewell	

15 YEARS

Richard Baker, MD Rutland	Cheryl Lampiasi, RN..... Administration
Heidi Gannon North Main	Wende Morgan, APRN..... North Main
Natalie Goff, CCMA..... Castleton Express Care	

20 YEARS

Julie Foster, MD..... Castleton

*Recognizing staff years of service anniversaries
that fall between 4/1/25-3/31/26*



OUR LOCATIONS

Community Health Primary Care

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

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

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

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

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

Community Health Express Care

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

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

Community Health Pediatrics

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

Community Health North Main

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

*Behavioral Health, Patient Access, and
Coming Soon, Geriatrics*

Community Health Dental

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

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

Community Health Eye Care

71 Allen Street, Suite 403, Rutland, VT 05701

Community Pharmacy

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

62 Woodstock Avenue, Rutland, VT 05701
802-775-4321

Community Health Administration

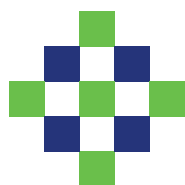
71 Allen Street, Suite 101, Rutland, VT 05701
802-779-9036

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



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