Our Vision
Healthy Individuals and Communities with Quality Health Care For All

Our Mission
Promote Access to Effective and Affordable Primary Care and Preventive Services for All, with Special Emphasis on Underserved Populations in Vermont and New Hampshire
Vermont Membership

Battenkill Valley Health Center
Arlington

Community Health Centers of Burlington
Burlington, So. Burlington, So. Hero

Community Health Centers of the Rutland Region
Bomoseen, Brandon, Rutland, Shoreham, West Pawlet

Community Health Services of Lamoille Valley
Morrisville, Stowe

Gifford Health Care
Barre, Bethel, Berlin, Chelsea, Randolph, Rochester, White River Junction

Indian Stream Health Center
Canaan (and Colebrook, NH)

Little Rivers Health Care
Bradford, East Corinth, Wells River

Mountain Health Center
Bristol

North Country Hospital
Barton, Newport, Orleans

Northern Counties Health Care
Concord, Danville, Hardwick, Island Pond, St. Johnsbury

Northern Tier Center for Health
Alburg, Enosburg Falls, Richford, St. Albans, Swanton

Planned Parenthood of Northern New England
Barre, Bennington, Brattleboro, Burlington, Hyde Park, Middlebury, Newport, Rutland, St. Albans, St. Johnsbury, White River Junction, Williston

Springfield Medical Care Systems
Bellows Falls, Chester, Ludlow, Springfield (and Charlestown, NH)

The Health Center
Plainfield

University of Vermont Larner College of Medicine, Office of Primary Care, Area Health Education Center Program
Burlington

Vermont Coalition of Clinics for the Uninsured
Barre, Bennington, Burlington, Middlebury, Putney, Randolph, Rutland, Springfield, White River Junction, Windsor

New Hampshire Membership

Ammonoosuc Community Health Services
Franconia, Littleton, Warren, Whitefield, Woodsville

Charlestown Family Medicine
Charlestown (Springfield Medical Care Systems, VT)

Community Action Program/Belknap-Merrimack Counties
Concord

Community Health Access Network (CHAN)
Newmarket

Coos County Family Health Services
Berlin, Gorham

Families First Health and Support Center
Portsmouth

Goodwin Community Health
Somersworth

Harbor Care Health and Wellness Center, A Program of Harbor Homes
Nashua

Health Care for the Homeless Program
Manchester

HealthFirst Family Care Center
Franklin, Laconia

Indian Stream Health Center
Canaan (and Colebrook, NH)

Little Rivers Health Care
Bradford, East Corinth, Wells River

Mountain Health Center
Bristol

North Country Hospital
Barton, Newport, Orleans

Northern Counties Health Care
Concord, Danville, Hardwick, Island Pond, St. Johnsbury

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Weeks Medical Center
Groveton, Lancaster, North Stratford, Whitefield

White Mountain Community Health Center
Conway
Thirty years ago, Bi-State Primary Care Association was formed by health and social service leaders across our states to ensure access to care for our most vulnerable citizens. Two Community Health Center executives were at the helm of this endeavor. The mission has endured for 30 years with a steadfast commitment to improve access to comprehensive primary and preventive health care for everyone in New Hampshire and Vermont. Bi-State has served as a catalyst for diverse groups, with varying interests, to organize around a shared vision of access to health care for all.

Bi-State unifies Health Centers and community partners to speak as one voice to reduce barriers to health coverage and access. We consider social factors that may impact health outcomes including poverty, rural and social isolation, homelessness, cultural norms and language barriers. Bi-State advises state and federal lawmakers on health care matters important to their constituents; educates on the impact of government legislation, regulation and policies that affect health care access; actively recruits doctors, nurses and dentists; supports clinical and quality improvements, technical advancements and the continued expansion of Health Center services.

Bi-State, the Health Centers and our community partners collaborate to improve the health and well-being of all residents, especially low-income and vulnerable populations. Since 1986, 27 new Health Centers have been established across New Hampshire and Vermont, 124 clinical sites were added and the number of patients gaining access to primary health care increased by 3,000 percent.

Beyond the number of patients served, the most noteworthy transformation is the expansion and broadening of focus beyond the provision of primary medical care to the full integration of oral health, behavioral health and mental health, including the prevention and treatment of substance use disorders. The Health Centers provide lower-cost pharmacies, patient care management, nutrition counseling and translation on-site and connect patients to services that assist with transportation, housing and food security. The breadth of services and the favorable patient health outcomes are truly remarkable. We are pleased to share highlights of the progress we’ve made toward our mission to ensure access to primary health care for all.

### 30-Years of Bipartisan Support for Health Centers

During Bi-State’s 30-year history, spanning three Republican and two Democratic administrations, our Congressional Delegation members have consistently supported the Community Health Center Program. Their support, and that of their colleagues, has enabled 9,200 Health Centers nationwide to provide primary health care to 24 million people. We extend our sincere appreciation to our present and past U.S. Senators and U.S. Representatives.

#### The Honorable U.S. Senators

- Patrick Leahy
- Bernie Sanders
- Jeanne Shaheen
- Maggie Hassan
- Kelly Ayotte
- James Jeffords
- John E. Sununu
- Robert Stafford
- Warren Rudman
- Gordon J. Humphrey
- Judd Gregg

#### The Honorable U.S. Representatives

- Peter Welch
- Ann McLane Kuster
- Carol Shea-Porter
- Frank Guinta
- Charles Bass
- Paul Hodes
- Jeb Bradley
- William Zeliff
- Richard Swett
- Robert Smith
- Peter Smith
- Charles Douglas III

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Tess Stack Kuenning, CNS, MS, RN - President and Chief Executive Officer, Bi-State Primary Care Association

Kevin Kelly, MS, CMPE - Chair, Board of Directors, Bi-State Primary Care Association and Chief Executive Officer, Community Health Services of Lamoille Valley

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Capitol Hill
Expanding Access to Preventive and Primary Care

For 30 years, Bi-State has provided training and technical assistance to increase the number of Community Health Centers serving New Hampshire and Vermont. Bi-State supports board and leadership development, financial and operational efficiencies, and clinical quality improvement.

### Oral Health Care Access Increased by 300% in Four Years

Bi-State collaborates with state, federal and private partners to increase access to dental and oral health care services, especially for lower-income patients and those living in underserved areas. The most recent Uniform Data System report shows the results of our efforts: in 2011, 14,000 patients received oral health services at a Community Health Center - in 2015, more than 55,000 patients accessed care. The 15 Health Centers in New Hampshire and Vermont that have dental programs employ 124 dentists, hygienists and technicians.

Bi-State supported a new dental school initiative at the University of New England in Portland, Maine, to build a workforce pipeline for Health Centers. By establishing internship programs for students, the Health Centers are training the next generation of dentists. The UNE College of Dental Medicine’s inaugural class graduates in 2017.

### Recruitment Center Addresses Workforce Shortage

Bi-State’s nonprofit Recruitment Center was established in 1994 for the purpose of recruiting primary care practitioners to practices in New Hampshire and Vermont. Bi-State has recruited more than 460 health care providers in key specialties to staff critical positions with Community Health Centers, hospital-based primary care practices and private practices in urban and rural locations.

### 175 Emerging Leaders Participated in Leadership Development

In 2008, Bi-State structured a curriculum based on decades of experience to advance knowledge of the Community Health Center model of care among emerging leaders at the Health Centers. The six-session, interactive seminar series is delivered by experienced, expert faculty and includes meetings with health care policymakers; skill-building exercises; peer-to-peer networking and free attendance at Bi-State’s annual Primary Care Conference.

**Leadership Development Program, Class of 2017**

“Every session has expanded my knowledge in the world of Federally Qualified Health Centers. I have come back to the office with some take away from the program after each session. Hearing the experiences of other Health Centers and what has worked for them and what hasn’t is enlightening. The network opportunities have been extremely beneficial.”

– Casey Meyers, Office Supervisor, Island Pond Health Center, Northern Counties Health Care, Vermont - Class of 2017
Promoting High Quality Care

New Hampshire and Vermont Federally Qualified Community Health Centers are designated Patient-Centered Medical Homes by the National Committee for Quality Assurance.

Providing Integrated, Whole Person Care

The nonprofit Community Health Centers are locally governed and provide affordable, high-quality primary health care to all ages. To provide a seamless experience for their patients, Health Centers collaborate with other health care and social service organizations, partner with hospitals, community mental health centers, free and rural health clinics, schools, departments of health, community action programs, and area health education centers. Health Centers offer integrated medical, oral, behavioral and mental health care services, often under one roof, and implement programs designed to meet the unique health needs of the communities they serve.

Achieving Better Health Outcomes

Primary Health Care Partners LLC, comprised of Federally Qualified Health Centers, the Community Health Access Network and Bi-State, collaborate to improve health outcomes while reducing the cost of care. By entering into value-based agreements with health plans, the group shares in cost savings when patient health outcomes improve. Quality improvement efforts focus on diabetes, obesity, depression and children’s health. While it is still too early to determine if there has been a reduction in cost of care, preliminary findings show a measurable improvement in quality of care related to diabetes, depression and children’s health.

Farmworker Health Initiative Increases Access

In Vermont, Bi-State and its partners, the University of Vermont Migrant Education Program and Middlebury’s free Open Door Clinic, developed Puentes a la Salud (Bridges of Health), a statewide farmworker health initiative to provide outreach and health care management services to vulnerable migrant and farmworker populations. Now in its seventh year, over 2,100 medical appointments have been provided to farmworkers.

Opening the Door to Health Care

The expansion of New Hampshire’s Medicaid program enabled 50,000 residents to access crucial health care coverage. Prior to the expansion in 2014, Medicaid enrollment was limited to disabled or pregnant individuals. Now, adults earning under $17,000 have access to primary and preventive health care that enables them to manage chronic diseases, access substance use disorder services and participate as healthy and contributing members of New Hampshire’s workforce.

Bi-State was selected by Centers for Medicare and Medicaid Services as a Navigator Organization in New Hampshire and Vermont to reduce the number of uninsured during the rollout of the health insurance marketplaces. Bi-State and the Community Health Centers coordinated statewide coalitions to reach out to the public and collectively helped thousands enroll in health insurance.

HEDIS High Goal Achieved

90% of diabetic patients had an HbA1c test performed during the prior year.

Source: HRSA Health Center Clinical Data

New Hampshire’s Uninsured Rate Dropped 54%

Vermont’s Uninsured Rate Dropped 34%

Source: Kaiser Family Foundation, Medicaid State Health Fact Sheets, January 2017
The collaboration and hard work of Vermont’s Community Health Centers and their community partners, working together under the mantle of Community Health Accountable Care LLC, saved Vermont’s Medicaid program $2.4 million in 2015. Additionally, CHAC reinvested $2 million of its 2014 earnings to support projects designed to reduce hospitalization and improve transitions in care for their patients.

Clinical recommendations developed by CHAC providers in the areas of congestive heart failure, chronic obstructive pulmonary disease, diabetes, falls risk assessment, and depression screening and treatment were widely praised and will likely be adopted by Vermont’s other provider networks. CHAC’s mission is to achieve better care for individuals, better health for populations and lower growth in expenditures in connection with both public and private payment systems.

Community Health Centers create revenue for local businesses, provide jobs in the community and serve as Health Care Safety Net Providers in New Hampshire and Vermont.

A 2016 study of Medicaid claims in 13 states, including Vermont, confirms total cost of care for patients of Federally Qualified Health Centers was 24% lower than non-FQHC patients.

The study also showed Health Center patients had:
- 22% fewer specialty care visits
- 33% lower spending on specialty care
- 25% fewer inpatient admissions
- 27% lower spending on inpatient care
- 24% lower total spending

Bi-State Primary Care Association continues to have an unqualified A-133 audit with no instances of material weakness, significant deficiencies, or material noncompliance; qualifying as a low-risk auditee. The audit is conducted in accordance with auditing standards generally accepted in the U.S. and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the U.S. The audit includes a report of internal control over financial reporting and tests of its compliance with certain provision of laws, regulations, contracts, grant agreements, and other matters.

### Consolidated Statement of Activities
**FYE June 30, 2016**

<table>
<thead>
<tr>
<th>Revenue</th>
<th>$3,862,147</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Revenue</td>
<td>3,862,147</td>
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<tr>
<td>Member Dues</td>
<td>292,548</td>
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<tr>
<td>Other Revenue</td>
<td>562,151</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>4,716,846</strong></td>
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<table>
<thead>
<tr>
<th>Expenses</th>
<th>$2,564,246</th>
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<tbody>
<tr>
<td>Salaries and Related Expense</td>
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<tr>
<td>Other Operating Expense</td>
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<tr>
<td>Interest</td>
<td>5,368</td>
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<tr>
<td>Depreciation</td>
<td>25,515</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>4,307,409</strong></td>
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</tbody>
</table>

| Operating Income  | $409,437  |       |

| Other Revenue and gains/losses | $133,989 |       |
| Increase/Decrease in Net Assets | $539,406 |       |
| Beginning Net Assets         | 1,494,054 |        |
| **Ending Net Assets**        | **2,033,460** |     |

### Consolidated Statement of Financial Position
**FYE June 30, 2016**

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Equivalents</td>
<td>$1,466,850</td>
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<tr>
<td>Prepaid Expenses</td>
<td>40,645</td>
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<tr>
<td>Accounts Receivable</td>
<td>430,961</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>1,938,456</strong></td>
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</tbody>
</table>

| Investments                 | 102,140 |       |
| Investments in LLCs         | 128,915 |       |
| Fixed Assets (net)          | 379,822 |       |
| **Total Assets**            | **2,549,333** |     |

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>135,370</td>
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</tr>
<tr>
<td>Accrued Salaries and Related Expenses</td>
<td>264,641</td>
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<tr>
<td>Deferred Revenue</td>
<td>115,862</td>
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<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>515,873</strong></td>
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<tr>
<td>Long Term Debt</td>
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<td></td>
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<tr>
<td><strong>Unrestricted Net Assets</strong></td>
<td><strong>2,033,460</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>2,549,333</strong></td>
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</tbody>
</table>

### The Bi-State Team

- Kristen Bigelow-Talbert, MSHM - Quality Improvement Facilitator
- Abigail Mercer, MBA - Chief Financial Officer
- Susan J. Noon, MBA, APR - Director, Marketing and Development
- Stephanie Pagliuca - Director, Bi-State Recruitment Center
- Suzanne G. Palmer - Executive Assistant
- Michele Petersen, MBA - Project Coordinator, Workforce Development and Recruitment
- Alana Phinney - Administrative Assistant, Vermont
- Lori H. Real, MHA - Executive Vice President and Chief Operating Officer
- Kimberly Reeve, Esq. - Deputy Director, Policy and Information
- Lauri Scharf, MS - Program Manager, Health Care Informatics
- Kate Simmons, MBA, MPH - Director, Vermont Operations; Director, Community Health Accountable Care LLC
- Heather E. Skeels - Program Manager, Health Data Operations
- Amanda Spreeman - NH Data Coordinator & Administrative Assistant
- Kristine E. Stoddard, Esq. - Director, NH Public Policy
- Marilyn Sullivan, M.Ed. - Project Coordinator, Outreach and Enrollment
- Sharon M. Winn, Esq., MPH - Director, Vermont Public Policy
- Adam Woodall - Information Technology and Office Systems Manager
- James Zibailo - Director, NH Community Health Systems; Director, Primary Health Care Partners LLC
With Appreciation to our Supporters

Funders
Centers for Medicare & Medicaid Services
Community Health Access Network
DentaQuest Foundation
Department of Vermont Health Access
Endowment for Health
New Hampshire Charitable Foundation
New Hampshire Department of Health and Human Services
U.S. Health Resources and Services Administration
Vermont Department of Health

Sponsors
Alkermes
American Cancer Society
Anthem
AthenaHealth
Bank of New Hampshire
BlueCrossBlueShield of Vermont
Cardinal Health
Centene
Clark Insurance
Cohn Reznik
CommonWealth Purchasing Group
Dentrix Enterprise
DiGiorgio Associates
i2i Systems
Minuteman Health
National Alliance on Mental Illness, New Hampshire
New Futures
New Hampshire Healthy Families
New Hampshire Medical Society
Nixon Peabody LLP
Northeast Delta Dental
Orr & Reno
RCHN Community Health Foundation
Vermont Department of Health, Office of Rural Health and Primary Care
Vermont Information Technology Leaders, Inc.
Vermont State Dental Society
Well Care Health Plan
Well Sense

Cover Photos
Crawford Notch, New Hampshire
Inset: 1. Robert Hawkins, DO - North Country Primary Care
2. Bi-State Board of Directors with 2016 Award Recipients
3. Kevin Zent, MD - Goodwin Community Health
4. Coos County Family Health Services