

BI-STATE PRIMARY CARE ASSOCIATION



SERVING VERMONT & NEW HAMPSHIRE

Improving Access to Primary Health Care Since 1986

Annual *Impact* Report

Primary Health Care for All
in
New Hampshire and Vermont

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Vision

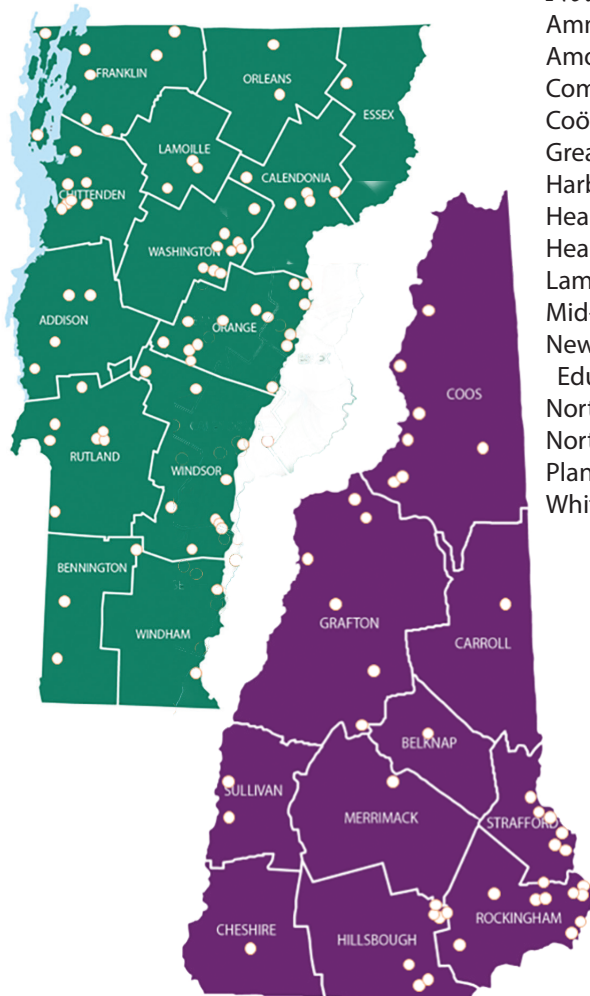
Healthy individuals, families, and communities
with equitable and quality health care for all.

Mission

Advance access to comprehensive primary care services for all,
with special emphasis on those most in need in Vermont and New Hampshire.

Vermont Members

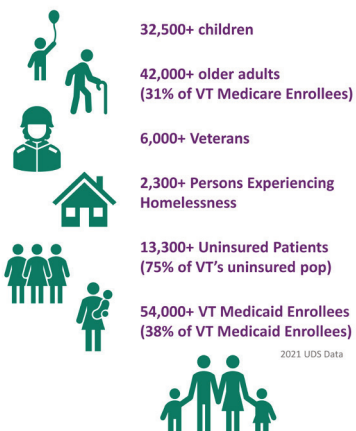
Battenkill Valley Health Center
Community Health Centers
Community Health
Gifford Health Care
Lamoille Health Partners
Little Rivers Health Care
Mountain Community Health
North Star Health
Northern Counties Health Care
Northern Tier Center for Health
Planned Parenthood of
Northern New England
The Health Center
Vermont's Free & Referral Clinics



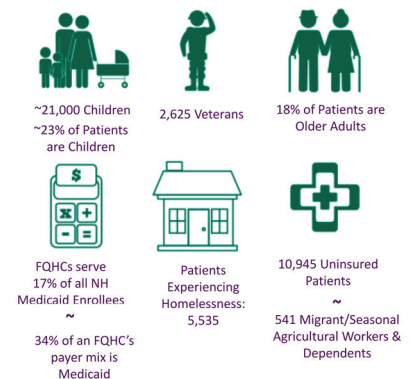
New Hampshire Members

Ammonoosuc Community Health Services
Amoskeag Health
Community Health Access Network
Coös County Family Health Services
Greater Seacoast Community Health
Harbor Care
Health Care for the Homeless Program
HealthFirst Family Care Center
Lamprey Health Care
Mid-State Health Center
New Hampshire Area Health
Education Center Program
North Star Health
North Country Health Consortium
Planned Parenthood of Northern New England
White Mountain Community Health Center

Vermont's FQHCs Serve:



New Hampshire's FQHCs Serve:



Numbers reflect 2021 UDS data

Hope & Gratitude

A Message from the President/CEO and Chair of the Board of Directors

Dear Friends,

This year was marked by hope and gratitude as we transitioned to pandemic recovery. We eagerly embraced new opportunities to serve medically in need communities that were strained by hardship due to COVID-19. Through our strong collective collaboration with state and federal agencies, we witnessed neighborhoods with strengthened relationships. We assisted in expanding health care partnerships between nonprofit organizations, within the business community, and among education institutions. We recognize the value in growing and deepening these relationships in the coming years to support New Hampshire and Vermont Community Health Centers, safety net providers, and their communities to assure they have the health care they need.

Our leadership in public policy helped ensure unprecedented Medicaid rate increases in New Hampshire and greater investment in Vermont's primary care practices and health care scholarship programs. Our public health and emergency preparedness work supported the distribution of dozens of public health social media toolkits and ongoing analysis of the changing COVID-19 landscape.

We continued our efforts to stabilize and bolster the oral health workforce through a Harvard School of Dental Medicine AEGD Dental Residency Program and a Vermont Technical College Dental Therapist training program. We expanded our nationwide efforts attracting new clinicians to New Hampshire and Vermont through a new digital campaign focused on New Hampshire.

We are thankful for our Members of Congress, governors, and legislators who worked together to pass vital legislation enabling primary care providers to continue providing the public with necessary medical, dental, mental and behavioral health, and substance use disorder services.

We were pleased to gather in person again at our Primary Care Conference and when touring our New Hampshire and Vermont Community Health Centers with the graduating class of Bi-State's 2023 Leadership Development Program.

We commend the Community Health Center boards of directors, executive leadership, primary care providers and support staff whose dedication and commitment never wavers from ensuring the health and wellbeing of their patients and communities.

Sincerely,



Gregory White, Chair
Board of Directors



Tess Stack Kuenning, CNS, MS, RN
President and CEO

2023 Bi-State Awards

The Bi-State Awards were established in 1996 to recognize those who have made remarkable contributions towards Bi-State's Mission to improve access to primary and preventive health care services for underserved and rural populations in New Hampshire and Vermont.



The *Board of Director's Chair Award* honors individuals who have made outstanding contributions to Bi-State's mission to ensure access to health care for vulnerable populations in Vermont and New Hampshire.

Maria Avila, Ph.D., Professor of Pediatrics, University of Vermont Larner College of Medicine.

*Palmer Jones, Executive Director (former)
New Hampshire Medical Society*

The *Community Service Award* honors individuals whose volunteer efforts have made a significant impact on vulnerable populations.

Michael Brandli, MS, CMHC, AAP - Little Rivers Health Care, Vermont

The *Outstanding Clinician Award* honors primary care clinicians whose exemplary skills and service have made a significant impact on the health of underserved patients and the communities in which they serve.

*Anje Van Berckelaer, MD, Co-Executive Director and Clinical Director
Battenkill Valley Health Center, Vermont*

*Whitney Goode, DMD, Dental Director
Greater Seacoast Community Health, New Hampshire*

The *Public Service Award* honors individuals whose position allows them to make extraordinary contributions to public health and primary care access.

*Lauren Hibbert, Vermont Deputy Secretary of State, Vermont
Lauren Layman, General Counsel of the Vermont Office of Professional Regulation, Vermont*

*J. Scott Nichols, MBA, Senior Director, Granite State Health Care Coalition,
New Hampshire*

The *Hunt Blair Leadership Award* recognizes the potential every individual has to improve the lives of many, as demonstrated by the brilliance, tenacity, and vision of Hunt Blair.

Kara Ellsworth, Practice Manager, Little Rivers Health Care, Vermont

Amanda Bennett, Asst. Finance Director, Mid-State Health Center, New Hampshire

Advocating for Equitable Health Care

National Government Relations



Over the past year, our National Government Relations work focused on maintaining services, and the workforce needed to perform those services, for over 300,000 individuals receiving care at New Hampshire and Vermont Community Health Centers.

It is more important than ever for the residents of our two states to have access to primary care, mental health, substance use disorder, dental, and enabling services delivered in their communities.

Bi-State informs and educates in support of key federal programs that support those most in need in our two states, including: Community Health Centers; National Health Service Corps; Nurse Corps; Women, Infants, and Children; Supplemental Nutritional Assistance Program; Area Health Education Centers; Family Planning; and Temporary Assistance for Needy Families.

We are grateful for the leadership and unwavering commitment demonstrated by our New Hampshire and Vermont Congressional Delegations in support of the residents of our two states. The United States Congress continues to provide pandemic recovery and workforce resources to ensure residents receive comprehensive primary care services.

Bi-State also works closely with the United States Health Resources and Services Administration through the bureaus of Primary Health Care and Health Workforce to advance our mutual goal of access to comprehensive, culturally appropriate primary care for the individuals and families in our communities.

New Hampshire Public Policy



Bi-State participates in a coalition of 80+ health care providers, non-profit organizations, and business leaders that successfully advocated for historic investments in New Hampshire's health care system during the 2023 legislative session. The legislature passed a two-year state budget that contains \$134 million in system-wide Medicaid rate increases effective 7/1/23. Community health centers will receive a 3% Medicaid rate increase, an adjustment to the health center encounter rate totaling \$9 million, and an additional rate increase of more than \$3 million.

The coalition's efforts also resulted in long-term reauthorization of the Granite Advantage Health Care Program (Medicaid Expansion), for seven years. These policy changes and appropriations are essential for Community Health Centers – which serve 1 in 5 Medicaid beneficiaries – to recruit and retain workers, expand services, and ensure continuity of care for patients.

Vermont Public Policy

With the 2022 election, the Vermont Legislature experienced historic turnover in its membership. Bi-State focused on two main priorities. The first was education about Federally Qualified Health Centers (FQHCs) and Vermont Free and Referral Clinics and their role in the Vermont health care system. The second was to address funding shortfalls that limit Bi-State members' ability to maintain and increase access to affordable, high quality health care for Vermonters, especially for the state's most vulnerable. With these priorities in mind, Bi-State engaged with Vermont state officials and legislators on the following priorities:

Achieved a 10 percent increase for FQHC encounter rates.

Succeeded in increasing Vermont Free and Referral Clinics base grant funding by just over \$450,000.

Made permanent legislation that limits pharmacy benefit managers' ability to restrict or block access to 340B program.

Attained a commitment from the Department of Vermont Health Access to work with Bi-State and FQHCs on an alternative payment methodology that better aligns Medicaid reimbursement rates with cost.

Integration of Primary Care and Behavioral Health

Bi-State is committed to improving equitable access to integrated primary care services to improve health outcomes and the overall patient experience. This is evident in the joint statement developed in conjunction with the NH Community Behavioral Health Association, Community Mental Health Centers, and Federally Qualified Health Centers.



JOINT STATEMENT: *Bi-State Primary Care Association and the NH Community Behavioral Health Association are engaged in a collaborative effort, funded by the Delta Center for a thriving safety net, to create and support systems of integrated primary care and behavioral health services.*

Here in New Hampshire, we believe every resident deserves access to high quality, affordable primary and behavioral health care. In-

tegrated care is all about ensuring residents have equitable access to the right care, at the right place, at the right time. Building collaboration between primary care and behavioral health providers helps to ensure the whole patient is cared for, and the entire care team is on the same page supporting patients in meeting their care goals.

Research tells us that as much as 80% of a person's ability to be healthy is due to what is happening outside of their medical provider's exam room walls. This we know as Social Drivers of Health. When we integrate primary care and behavioral health services, the entire care team works to support the patient in meeting their health and behavior goals taking into consideration where they stay, work, play, and pray. We are committed to connecting the mind and the body as we serve Granite Staters seeking primary care and behavioral health care services and are striving to create an integrated system that supports residents in living their best, most healthy lives.

Training the Next Generation of Leaders



Congratulations Leadership Development Program Class of 2023!

Talented individuals join Bi-State's Leadership Development Program biannually to advance their leadership skills and knowledge from a national, state, and regional perspective. Nurses, front office supervisors, practice managers, patient services coordinators, dental and medical directors, network administrators and accountants engage in rich discussion from their unique professional perspectives and make lasting friendships. More than 260 individuals have graduated since 2008.

Dental and Family Medicine Residencies Increase Access to Care



Bi-State supported Community Health Center efforts to develop innovative programs to train the next generation of health professionals for Vermont and New Hampshire. Training in health centers is a great recruitment tool as many graduates will stay in the region to practice.

On July 1, 2023, New Hampshire health centers welcomed the inaugural class of residents from *Harvard School of Dental Medicine's Advanced Education in General Dentistry Program*. Three new dentists joined the program to practice and learn alongside senior dentists in NH health centers. In the program dental residents will enhance their clinical skills while learning about the challenges people living in rural areas face in accessing dental care.

White Mountains Medical Education Consortium, Inc., associated with Coös County Family Health Services, Inc. in Berlin, New Hampshire, continued planning to become an accredited Family Medicine Residency. In 2024 they start recruiting students to join the inaugural class. The residents will care for health center patients in rural northern New Hampshire. This will expand access to primary care in the North Country where it can be challenging to attract and retain health professionals to meet patient needs.

Community Health Centers across Vermont formed Maple Mountain Consortium, associated with Lamoille Health Partners in Morrisville. The goal of the Consortium is to establish the first health center led Family Medicine Residency Program in the state. Both consortia were formed after receiving Teaching Health Center Planning and Development Grants from the Health Resources and Services Administration to help cover costs associated with the multi-year planning process.

Primary Care Conference

Social and Environmental Drivers of Community Health



David Reynolds
Health Policy Advisor
Office of Senator Bernie Sanders



Tracy Thompson
Director of Behavioral Health
Little Rivers Health Care



Kristine Stoddard
Director of New Hampshire P...
Bi-State Primary Care Association



Liz Dallas
Owner & Thought Leader
Vital Leadership Coaching



Michael Costa
CEO
Northern Counties Health Care

More than 200 health care practitioners and professionals attended Bi-State's 2023 Primary Care Conference in May. We are grateful for the 15 experts who lent us their expertise to conduct interactive educational workshops.

Leading for a Sustainable Future: Using our Voices to Drive Positive Change

Better Together: How FQHCs and Community Mental Health Centers in New Hampshire and Vermont Collaborate to Enhance Patient Care

Cybercrime and Protected Health Information: Threats to Patient Privacy and Health Center Infrastructure

Climate and Health in Northern New England:
New Challenges for a Changing World



Dan Sherman
Director of Primary Care
Northern Counties Health Care



Andy Barter
CEO
Little Rivers Health Care



Tess Stack Kuenning,
CNS, MS, RN
President and CEO
Bi-State Primary Care Association



Daniel J.W. King, MS, MA
Chief of Cybersecurity
Cybersecurity and Infrastructure...



Stuart May
President and CEO
Lancette Health Partners



Vic Topo, MSW
President and CEO



Cynthia Whitaker, PsyD,
MLADC
President and CEO



Dan Quinlan, MS, MBA
Founder



Paul Friedrichs MD
Chair, Board of Directors



Jodi Harper, MSW, UCSW
Associate Director/Project M...

Data Dashboards and Quality Improvement



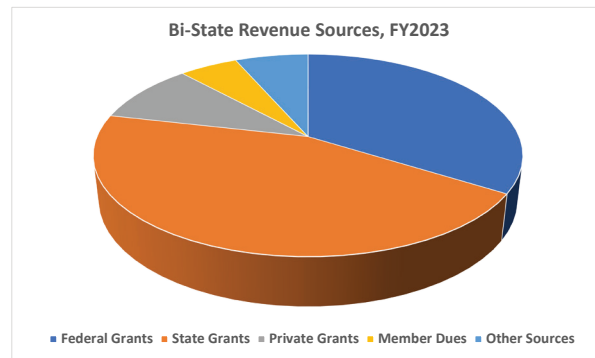
Lauri Scharf, Sr. Program Manager Health Care Informatics and Kristen Bigelow Talbert, Sr. Program Manager Health Care Quality teach a session on: "Using Data to Improve Quality."

Bi-State's Vermont Rural Health Alliance (VRHA) supports our health centers in using data and a quality improvement approach to solve operational challenges. We call this model our "QI Pit-Stops." The QI Pit Stops vary by health center need. The VRHA team has created dashboards, developed panel reports, consulted with staff to develop meaningful short-term metrics and long-term evaluation measures, talked Medical Directors through on-boarding and off-boarding protocols, helped develop and expand nascent Continuous Glucose Monitoring programs, and supported emergency preparedness planning. The common denominator for all of these projects is that they represent challenges that the health center staff need fresh eyes and new tools to solve.

VRHA also utilizes peer groups to identify common challenges and problem solve for solutions. Our Medical Director Peer Group has met twice a month since the start of the pandemic. Bi-State and VRHA also offer peer groups for: CEOs, CFOs, internal and external communicators, quality improvement leads, data analysts, eClinicalWorks users, and human resources directors.

"Heather and the Bi-State data and quality team has been invaluable at supporting my moving through process improvement projects with purpose." – Dr. Heather Stein, Community Health Centers.

FYE June 30, 2023 Financial Report



Consolidated Statement of Activities FYE June 30, 2023

Operating revenue	
Grant revenue	7,207,763
Dues income	431,186
Other revenue	487,070
Interest income	52,854
Total operating revenue	8,178,873
Expenses	
Salaries and wages	2,722,923
Employee benefits	581,738
Subrecipient grant pass-through	3,245,824
Subcontractors for program services	497,255
Professional Services	94,718
Occupancy	108,134
Other	482,405
Depreciation	37,612
Total Expenses	7,770,609
Excess of revenue over expenses	408,264
Net assets without donor restrictions, beginning of year	3,530,226
Net assets without donor restrictions, end of year	3,938,490

Consolidated Balance Sheet FYE June 30, 2023

Assets	
Cash and cash equivalents	1,465,898
Grants and other receivables	1,849,263
Prepaid expenses	104,838
Total Current Assets	3,419,999
Investments	1,398,618
Deferred compensation investments	209,276
Operating lease right of use asset	111,749
Property and equipment, net	478,475
Total Assets	5,618,117
Liabilities and Net Assets	
Current Liabilities	
Accounts payable and accrued expenses	816,196
Accrued salaries	249,521
Deferred revenue	292,189
Current portion of operating lease liability	42,798
Total Current Liabilities	1,400,704
Deferred compensation payable	209,276
Operating lease liability, less current portion	69,647
Total Liabilities	1,679,627
Net Assets, Without Donor Restrictions	3,938,490
Total Liabilities and Net Assets	5,618,117

Bi-State Primary Care Association continues to have an unqualified A-133 audit with no instances of material weakness, significant deficiencies, or material non-compliance, 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 controls over financial reporting and tests of its compliance with certain provision of laws, regulations, contract, grant agreements, and other matters.

FY2023 Bi-State Board of Directors



Officers

Chair: Gregory White, CPA, CHFP

CEO, Lamprey Health Care, NH

Vice-Chair: Dan Bennett

CEO, Gifford Health Care, VT

Immediate Past Chair/Treasurer: Martha Halnon, CPC,

CAPPM, CMPE - CEO, Mountain Community Health, VT

Board Secretary: Kenneth Gordon, MSW

CEO, Coös County Family Health Services, NH

Treasurer: Edward Shanshala, II, MSHSA, MSEd CEO,

Ammonoosuc Community Health Services, NH

Directors

Gail Auclair, CEO - Little Rivers Health Care, VT

Michael Costa, CEO - Northern Counties Health Care, VT

Kayla Davis, Co-Executive Director - Battenkill Valley Health Center, VT

Robert MacLeod, CEO - Mid-State Health Center, NH

Stuart May, CEO - Lamoille Health Partners, VT

Anna Thomas, Executive Director - Health Care for the Homeless, and

Public Health Director, City of Manchester, NH

In Appreciation to our Funders and Sponsors

FUNDERS

Community Health Access Network
Harvard University
NH Charitable Foundation
NH Department of Health and Human Services:
Division of Behavioral Health
Division of Public Health
National Association of Community Health Centers:
Delta Center Foundation

Northeast Delta Dental
Pew Charitable Trusts
VT Department of Health:
Division of Health Promotion & Disease Prevention
U.S. Department of Health and Human Services:
Health Resources and Services Administration
Vermont Technical College
Vermont Information Technology Leaders, Inc.

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Merck Vaccines

Mutual of America
NAMI NH
New Hampshire Behavioral Health Assn
NH Children's Health Foundation
New Hampshire Healthy Families
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Well Sense Health Plan

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RECRUITMENT CENTER

A Service of Bi-State Primary Care Association



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