



Bi-State Primary Care Association
61 Elm Street, Montpelier, Vermont 05602
(802) 229-0002
www.bistatepca.org

January 2025

Photo Credit: Kristen Bigelow-Talbert

2025

Vermont

Primary Care Sourcebook

TABLE OF CONTENTS

| | | | |
|--|--------------------|--|--------------------|
| What is a Primary Care Association? | 3 | | |
| Bi-State Primary Care Association's Vermont Members | 4 | | |
| 2023 Patients, Sites, and Visits | 5 | | |
| Economic Impact of FQHCs | 6 | | |
| Payer Mix | 7 | | |
| Spotlight: FQHCs Improve Access to Integrated Health Care Services | 8 | Battenkill Valley Health Center | 22 |
| Spotlight: FQHCs Strive to Improve Cancer Screening Rates | 9 | Community Health Centers | 23 |
| Vermont Rural Health Alliance (VRHA) | 10 | Community Health | 24 |
| Food Access and Health Care (FAHC) Consortium | 11 | Gifford Health Care | 25 |
| Member Map | 12 | Lamoille Health Partners | 26 |
| 2025 Vermont Public Policy Principles | 13 | Little Rivers Health Care | 27 |
| Bi-State Public Policy Priorities | 14 | Mountain Community Health | 28 |
| Safety Net Services at Risk & Needed Investments in Primary Care | 15 | Northern Counties Health Care | 29 |
| Workforce Development and Public Policy | 16 | Northern Tier Center for Health (NOTCH) | 30 |
| Bi-State Recruitment Center and Workforce Development | 17 | North Star Health | 31 |
| FQHC Funding | 18 | The Health Center | 32 |
| FQHC Federal Requirements | 19 | Vermont's Free & Referral Clinics | 33 |
| Member Sites by County | 20 | Planned Parenthood of Northern New England | 34 |
| Vermont Members Profiles | 21 | Acknowledgements | 35 |

What is a Primary Care Association?

Each of the 50 states (or in Bi-State's case, a pair of states) has one nonprofit Primary Care Association (PCA) to serve as the voice for Community Health Centers. These health centers were born out of the civil rights and social justice movements of the 1960s with a clear mission that prevails today: to provide health care to communities with a scarcity of providers and services. That includes bringing comprehensive services to rural regions of the country.

Community Health Centers ensure everyone has access to primary health care

Community Health Centers provide affordable & comprehensive primary care to everyone, regardless of ability to pay. Nationally in 2023, nearly 1,500 health centers with over 15,000 locations served nearly 32.5 million patients – 1 in 10 Americans including: 1 in 3 people living in poverty, 1 in 5 uninsured persons, and 1 in 7 rural residents. The National Association of Community Health Centers finds that, overall, community health centers save the health care system \$24 billion annually by increasing access to comprehensive, high-quality, preventive and primary care ([NACHC report](#), sources: Uniform Data System ([UDS](#), [trends](#)), 2023; American Community Survey ([ACS](#)), 2021). Additionally, our health centers continue to respond to current and emerging public health needs through providing vaccinations, testing services, and telehealth services.

Bi-State's Mission

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

Bi-State's Vision

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

Who we are

Bi-State Primary Care Association is a 501(c)3 nonprofit organization, formed by two health and social service leaders in 1986 to expand access to health care in Vermont and New Hampshire. Today, Bi-State represents 26 member organizations across both states that provide comprehensive primary care services to over 330,074 patients at 177 locations ([2023 UDS](#); *location count includes: health centers, dental centers, combined centers, express care sites, school-based sites, and mobile units*). Our members include federally qualified health centers (FQHCs), Free and Referral Clinics, Planned Parenthood of Northern New England, networks, and consortia. We provide training and technical assistance for improving programmatic, clinical, and financial performance. We provide workforce assistance and candidate referrals for providers including physicians, dentists, nurse practitioners, and physician assistants. We work with federal, state, and regional policy organizations, foundations, and payers to develop strategies, policies, and programs that support community-based primary health care.

Bi-State programs include

Workforce and Recruitment

Data Management & Analysis

Food Access and Health Care

Continuous Quality Improvement

Bi-State Primary Care Association's Vermont Members

Battenkill Valley Health Center

Kayla Davis, MSW, Co-Executive Director
Anje Van Berkelaer, MD, MS, Co-Executive Director
9 Church Street, PO Box 61
Arlington, VT 05250
(802) 375-6566,
kayladavis@bvhcvt.org
www.battenkillvalleyhealthcenter.org

Community Health Centers

Jeff McKee, Psy.D, CEO
617 Riverside Avenue
Burlington, VT 05401
(802) 264-8190,
jmckee@chcb.org
www.chcb.org

Community Health

Michael Gardner, CEO
71 Allen Pond Street, Suite 101
Rutland, VT 05701
(802) 855-2080
mgardner@chcrr.org
www.chcrr.org

Gifford Health Care

Michael Costa, President & CEO
44 S. Main Street, PO Box 2000,
Randolph, VT 05060
(802) 728-2304
mcosta@giffordhealthcare.org
www.giffordhealthcare.org

The Health Center

John Matthew, MD, FACP, CEO & Medical Director
157 Towne Avenue, PO Box 320
Plainfield, VT 05667
(802) 454-8336,
jmatthew@together.net
www.the-health-center.org

Lamoille Health Partners

Susan Bartlett, CEO
609 Washington Hwy,
Morrisville, VT 05661
(802) 888-0901
Sbartlett@lamoillehealthpartners.org
www.lamoillehealthpartners.org

Little Rivers Health Care

Andy Barter, MS, CEO
146 Mill Street, PO Box 338
Bradford, VT 05033
(802) 222-3023
abarter@littlerivers.org
www.littlerivers.org

Mountain Community Health

Heidi Melbostad, PhD, MFT, CEO
61 Pine Street
Bristol, VT 05443
(802) 453-5116
hmelbostad@mchcvt.org
www.mchvt.org

North Star Health

Josh Dufresne, MBA, CEO
25 Ridgewood Road
Springfield, VT 05156
(802) 885-2151
jdufresne@northstarfqhc.org
www.northstarfqhc.org

Northern Counties Health Care

Chris Towne, Interim CEO
165 Sherman Drive
St. Johnsbury, VT 05819
(802) 748-9405 ext. 1519,
christophert@nchcvt.org
www.nchcvt.org

Northern Tier Center for Health

Kathy Benoit, Executive Director
44 Main Street
Richford, VT 05476
(802) 255-5562,
kjbenoit@notchvt.org
www.notchvt.org

Planned Parenthood of Northern New England

Nicole Clegg, CEO
784 Hercules Drive, Ste 110
Colchester, VT 05446
(802) 448-9778
Nicole.Clegg@ppnne.org
www.ppnne.org

Vermont's Free and Referral Clinics

Olivia Sharrow, MPH, Executive Director
51 Wells Ave. Unit 4
Colchester VT 05446
(802) 448-4280
director@vtfreeclinics.org
vtfreeclinics.org



Bi-State's Members Serve 1 in 3 Vermonters

In Vermont, Bi-State represents 13 member organizations that serve over 227,700 patients at 110 locations. **VT's Community Health Centers provide primary care for 1 in 3 Vermonters, including: 4 in 5 of uninsured Vermonters and homeless Vermonters; over 1 in 3 Vermonters enrolled in Medicaid & Medicare.** (see page 8)

VT COMMUNITY HEALTH CENTERS:

Federally Qualified Health Centers

- Provide a set of comprehensive, high-quality primary care and preventive services regardless of patients' ability to pay.
- Employ interdisciplinary teams and patient-centric approaches.
- Deliver care coordination and other enabling services that facilitate access to care.
- Collaborate with other providers and programs to improve access to care and community resources.
- Are community-based and patient-directed, with a patient-majority governing board.

FQHC sites in Vermont include health center operations at medical clinics, dental clinics, pediatric centers, schools, recovery community organizations, community mental health centers, mobile unit sites, a healthcare for the homeless program, and more.

VT SAFETY NET PROVIDERS PROGRAMS & SERVICES:

Federally Qualified Health Centers

Planned Parenthood of Northern New England

Planned Parenthood of Northern New England (PPNNE) is the largest reproductive health care and sexuality education provider and advocate in northern New England with health centers across Maine, New Hampshire and Vermont.

Vermont Free and Referral Clinics

Vermont's Free & Referral Clinics (VFRC) is an association of nine clinics that provide free healthcare services to all Vermonters. The clinics provide a range of support with health insurance and other state programs, as well as care coordination, assistance accessing free or low-cost prescriptions, and transportation. Five clinics offer free medical, dental, and mental health services.



In 2023, VT FQHCs

- Served 198,334 patients in VT.
- Conducted 789,806 patient visits.
- Offered services all 14 counties, across 93 sites.



In 2023, VT CHCs

- Served 227,771 patients in NH.
- Conducted 859,076 patient visits.
- Offered services in all 14 VT counties, across 110 sites.

FQHCs are Economic Engines within their Communities

An October 2022 analysis of 2021 data shows that Vermont's FQHCs are:



- directly responsible for 1,614 jobs,
- indirectly responsible for an additional 855 jobs (e.g., jobs of suppliers, contractors, etc.), and
- support another 972 jobs in the region (i.e., these jobs are induced when employees spend wages on goods and services)

...for a total of **3,441 Vermont jobs!**

Economic impact was measured using 2021 IMPLAN Online from IMPLAN Group LLC, IMPLAN System (data and software), www.IMPLAN.com.
Learn more at www.caplink.org/how-economicimpact-is-measured.

Our members serve Vermonters regardless of insurance status or ability to pay.

Our FQHCs serve:

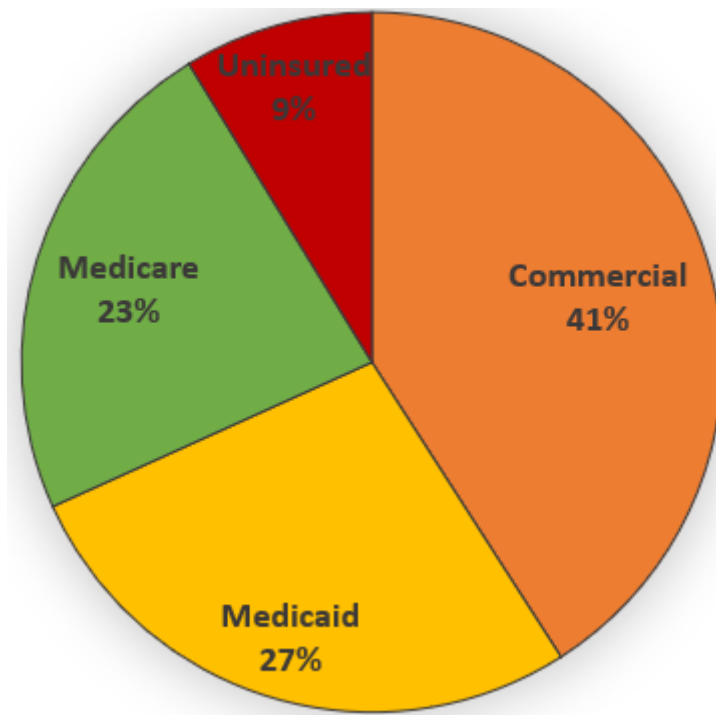
- 38.5% of Vermont Medicaid enrollees
- 39% of Vermont Medicare enrollees

All of our members provide a sliding fee scale to ensure affordability, including offering free services to those who cannot afford to pay. Free clinics never charge their patients.

Our members also offer financial counseling or assistance in enrolling in programs that can help make health care more affordable for patients who struggle to afford health care.

Our members serve the majority of uninsured Vermonters. In 2023: Vermont's Free and Referral Clinics report that 69% of patients were uninsured or underinsured. PPNNE provided nearly \$1.3 million in free or discounted care to Vermonters in FY2024. FQHCs provided care to 17,352 Uninsured Patients, about 82% of all uninsured Vermonters.

FQHC Patients by Payer in 2023

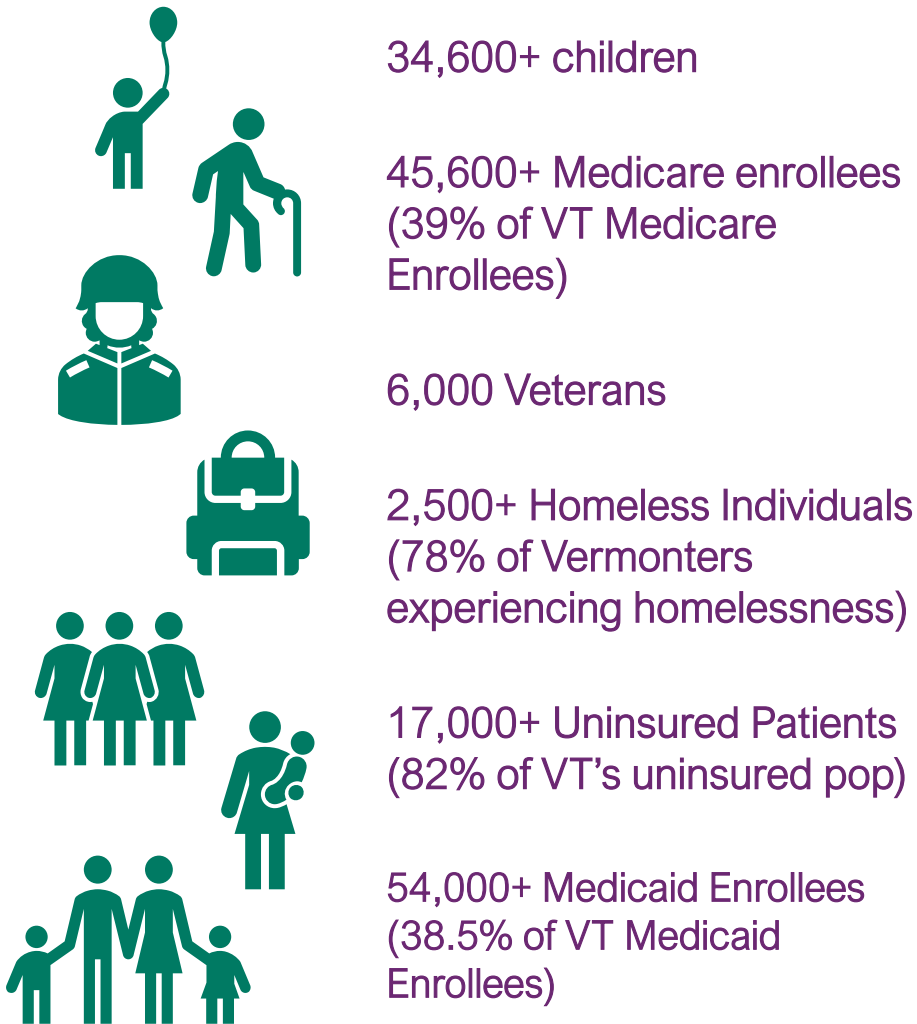


2023 UDS Data

Being able to afford health care is not only about the cost of medical services – our patients balance the price of these services and pharmaceutical prescriptions against competing costs of transportation, rent, heat, childcare, and food. These pressures increased substantially during COVID-19 and continue to mount during the current recovery period. For this reason, our members offer comprehensive approaches to addressing barriers to care, including connecting patients directly to food resources, working with them to access appropriate medical services from home, and engaging with community partners to support a comprehensive approach to wellness.

FQHCs Improve Access to Integrated Primary Care Services

In 2023, Vermont's FQHCs served 198,334 patients, close to 1 in 3 (32%) Vermonters including:



Federally Qualified Health Centers (FQHCs)

The federal government supports FQHCs as the nation's primary safety net system for health care. FQHCs provide comprehensive services in medically underserved regions. Comprehensive means primary medical, dental, oral, mental health and enabling services (such as translation, transportation, financial assistance navigation, health education, and nutritional assistance). FQHCs accept patients regardless of ability to pay, offer a sliding fee scale, and work with their communities to address a range of health needs. FQHCs are governed by a patient-majority board. In Vermont, there are FQHC sites in every county and almost one in three Vermonters rely on FQHCs for primary care.

FQHCs and Public Health

VT FQHCs play a crucial role in Vermont's current and emerging public health needs. They were a key partner during the COVID-19 pandemic and have been on the front lines of other emerging public health concerns by staging flu and mpox vaccine clinics and providing vital public health education to their communities.

FQHCs also work to reduce barriers to care by bringing care where it is needed, such as through school-based clinics, programs for the homeless, or mobile units.

Vermont's FQHCs are a Dental Safety Net



9 of 11 Vermont's FQHCs offer on-site dental care; all offer dental access.

Updated: 1/17/2025

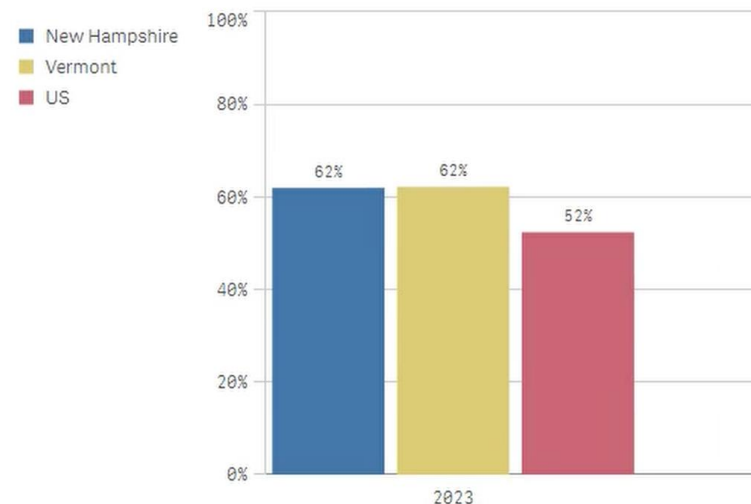
*Denominators from Kaiser Family Foundation (KFF) (estimates for: [insurance status & total population](#) and [homelessness](#)), based on most recent data available (2023) sourced from US Census Bureau [American Community Survey](#)). Numerators from [2023 UDS](#).

Health Centers strive to improve cancer screening rates

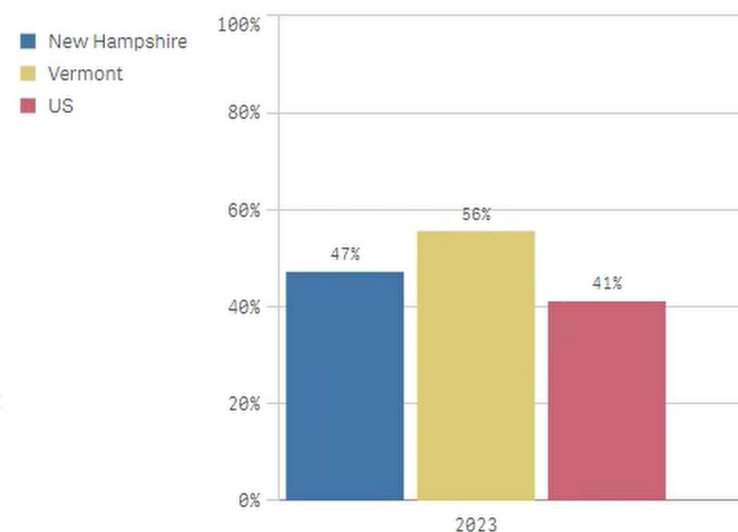
A story of cancer screening success:

Vermont Federally Qualified Health Centers (FQHCs) are actively enhancing cancer screening initiatives through innovative approaches and targeted outreach. Efforts include streamlining data collection for cervical cancer results and promoting alternative colorectal cancer screening methods like Cologuard to address barriers such as long colonoscopy wait times and accessibility challenges. Outreach programs are being developed to assist vulnerable populations, including the unhoused, in navigating colorectal cancer screenings. FQHCs also focus on breast cancer detection, hosting specialized clinics in partnership with UVMHC to serve all patients, while leveraging grants to employ community health workers who coordinate care and address self-scheduling barriers. Quality improvement (QI) projects across health centers target cervical, colorectal, and breast cancer screenings, identifying patients overdue for screenings and conducting outreach through letters, electronic campaigns, and community education initiatives. Through these efforts, they are addressing social drivers of health, enhancing patient education, and leveraging technology and grants to promote access to preventive cancer care.

Breast Cancer Screening Rate



Colorectal Cancer Screening Rate



2023 UDS Data

Vermont Rural Health Alliance (VRHA)

VRHA Background

The Vermont Rural Health Alliance (VRHA) is a Health Center Controlled Network (HCCN) and a program of Bi-State Primary Care Association created to serve the operational needs of Vermont's health centers in the context of the evolving health care environment.

VRHA Vision

Maximize population health by addressing root causes and sustaining measurable, concrete positive change in health care.

VRHA Priorities

Data Intelligence

Health Reform

Sustainability



Supporting Best Practices in Health Care

VRHA team skills:

- Data Analysis - dashboard/report development
- Quality Improvement/Change Management
- Project Management
- Subject Matter Expertise



We Help Turn Data into Information

The VRHA team provides annual “VRHA Roadshows” to guide care teams at health centers through their data and tools. We additionally provide trainings on other topics including:

- Cybersecurity
- Compliance with Privacy and Security Rules
- Excel Tips and Tricks / Qlik Basics
- Various Clinical Topics
- Social Drivers of Health
- Workforce Resiliency

We also staff peer groups for FQHC Medical Directors, Quality Improvement staff, Data Analysts and Informatics staff, and others.

Food Access and Health Care



Kathy Benoit (NOTCH CEO) and Miranda Henry, (NOTCH) Community Services Manager, welcomed AHS Secretary Jenney Samuelson and Agriculture Secretary Anson Tebbetts to the Main Street Market, NOTCH's social grocery store. The group learned about the social grocery model and toured the range of social services NOTCH provides.

Bi-State's VT Food Access and Health Care (FAHC) Consortium via the Healthy Rural Hometown Initiative (HRHI) is a grant-funded program designed to support better integration of food and diet into health care in rural Vermont. Through data analysis, training opportunities, financial support, and peer to peer learning, Bi-State has been supporting Lamoille Health Partners, Little Rivers Health Care, and the Northern Tier Center for Health (NOTCH) with their food access programs. The grant is in its fourth and final year, and each health center is focused on sustaining their programs.

Each health center tracked numerous measures to show the impact of healthy foods for their patients that are at risk for cardiovascular disease (CVD) and are food insecure. Participants in the HRHI Program had a statistically significant reduction in systolic BP ($P=0.009$) and cholesterol levels ($p=0.025$) after participating in our food access programming. These data indicate that the average systolic BP of patients was lower, and cholesterol levels were lower after participating in the program compared to before enrollment.

NEW Food Access in Health Care Website: www.VTfoodinhealth.org

The VT FAHC Network Development Project integrates evidence-based food and health care models across rural Vermont, building on previous strategic planning efforts. Key partners from various health, food, and agricultural organizations collaborate in this planning. The VT FAHC Network Development grant is currently on preparing for value-based care by addressing nutrition-related care gaps and expanding food-health care services. The goal is to strengthen Vermont's rural health care system by building on national evidence and integrating Food as Medicine across the state. Currently four programs have been funded to pilot expanded food access in health care.



Bi-State, NOTCH, and LRHC share a meal after packaging 30 produce prescription bags for LRHC patients with a co-morbidity of food insecurity and Cardiovascular Disease (CVD).



Bi-State, NOTCH, and LRHC visit LHP to see their food access program which includes free pantry items and frozen meals in their waiting room, in addition to medically tailored meals for patients at risk for CVD and food insecurity.

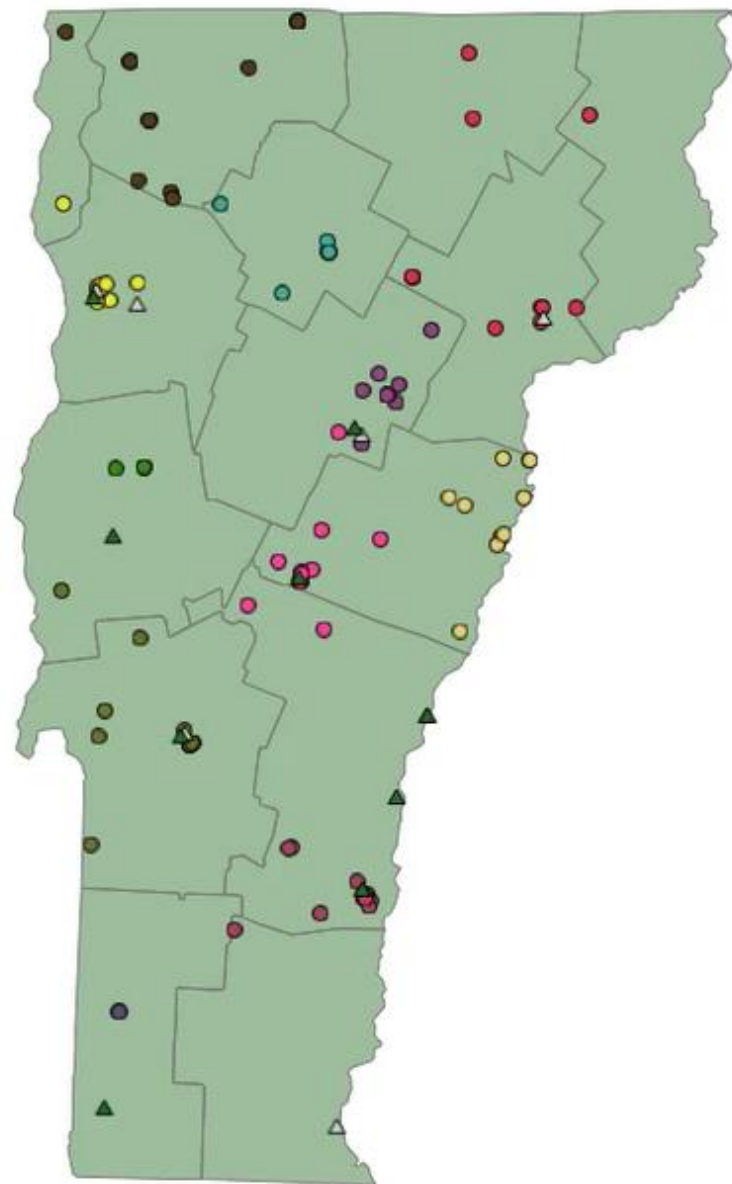
Our members serve Vermonters in every corner of the state.

Our goal is for geography to never be a barrier to accessing comprehensive, quality services in Vermont. Our members operate in sites across the state, in every county. Our members also look for creative ways to extend their coverage, such as mobile clinics, school visits, and expanded use of telehealth. **Our Vermont members served 227,771 Vermonters via 859,076 visits across 110 locations in 2023.**

- Battenkill Valley Health Center (FQHC)
 - Community Health Centers (FQHC)
 - Community Health (FQHC)
 - Gifford Health Care (FQHC)
 - Lamoille Health Partners (FQHC)
 - Little Rivers Health Care (FQHC)
 - Mountain Community Health (FQHC)
 - Northern Counties Health Care (FQHC)
 - North Star Health (FQHC)*
 - The Health Center (FQHC)
-
- ▲ Planned Parenthood of Northern New England (CHC)
 - ▲ Vermont Free and Referral Clinics*

* North Star Health also has a location in Charlestown, NH

* A VFRC member, Good Neighbor Health Clinic, also has a location in Lebanon, NH



Bi-State's Vermont 2025 Public Policy Principles

Bi-State Primary Care Association has a steadfast commitment to its members (Federally Qualified Health Centers, Vermont Free and Referral Clinics, and Planned Parenthood of Northern New England) in their missions to provide community-based and patient-centered primary and preventive care to Vermonters regardless of insurance status or ability to pay. Bi-State supports initiatives that ensure sufficient resources for safety net providers and promotes the development and retention of a robust and diverse workforce. Bi-State partners with federal and state governments to maximize essential resources for communities to amplify primary care and public health measures.

Bi-State works with many partners including the Governor and Administration, State Legislature, and Green Mountain Care Board to implement policies that increase access to affordable, high-quality comprehensive primary care that integrates physical, oral, mental, and reproductive health, and substance use disorder treatment services. Throughout the COVID-19 pandemic, Bi-State members responded as necessary to achieve the goal of ensuring Vermonters are physically healthy, mentally healthy, well nourished, well housed, and financially secure.

Bi-State 2025 Policy Goals:

- **Finance**: Addressing the financial burden on health care organizations by increasing Medicaid reimbursement levels and prioritizing investments in primary care.
- **Workforce**: Addressing the strain on Vermont's health care workforce through continued focus on and investments in short- and long-term solutions.
- **Health Care Delivery**: Implement policies and payment models that support team-based and flexible approaches to care that allow Bi-State members to meet the needs of their patients and communities in a clinically appropriate way.

Bi-State Public Policy Priorities: Bi-State has identified the following priorities to guide its approach to public policy and support its members' commitment to meeting the health and wellness needs of their communities, families, and patients.

Finance

- Funding should be sufficient for primary care to continue to play the central role in improving population health and shifting health care utilization away from high-cost services consistent with the State of Vermont's stated health care reform goals.
- Funding should be flexible, covering clinically appropriate modalities of care to ensure Vermont's rural and underserved populations have access to needed services including care coordination activities and telehealth.
- Funding should include investments in primary care, oral health, mental health, substance use disorder, and community-based services that are needed across all payers (Medicaid, Medicare, and commercial) for current patients and those who presently lack access to care.

Workforce

A sufficient workforce is critical to providing access to timely, high-quality care. The current workforce crisis is hurting patients through delayed or inaccessible services, increasing the cost of care through higher labor costs and use of higher cost settings (e.g., emergency departments), and demoralizing existing staff.

- Investments are needed to address both short-term recruitment and retention needs and long-term workforce pipeline development needs, the latter of which will be critical to avoiding future workforce crises.
- Workforce efforts should address the full range of positions including health care providers and those that support direct patient care and help run health care organizations.
- Resources will be needed for community-based Teaching Health Center Graduate Medical Education grants to support residency training slots for primary care physicians.
- State efforts should align and coordinate with federal efforts.

The Future of Health Care Delivery

Bi-State members provide whole person care, recognizing the many factors that affect a person's health outcomes. This approach requires the integration of medical, mental, oral, and reproductive health, substance use disorder treatment, and services that address social and environmental drivers, with the understanding that these aspects of care all impact each other.

- Value Based Care models must include safety net providers and strong investments in comprehensive primary care through payment and policies that support flexible and integrated delivery of care.
- Care delivery and coordination models used by payers and payer-like entities should build upon and advance the integrated community-based primary care models employed by Bi-State members.
- Policies should promote population health and well-being through community-wide partnerships, coordination, education, and integration.

Safety Net Services at Risk



Small nonprofit organizations such as the Vermont FQHC network provide critical and comprehensive health care services in rural areas and to vulnerable populations. In many areas of Vermont, the FQHC is the main point of access to comprehensive primary care, including oral health care. However, our FQHCs are experiencing increasing financial fragility as funding sources decline or remain flat and costs and patients' needs rise. These financial pressures put at risk the ability of Vermont's FQHCs to continue providing essential services, especially in more remote locations across the state.

Increased Primary Care Investments Needed



Access to comprehensive primary care is critical for improving Vermonter's health and wellness and has a beneficial impact on the cost of health care. However, investment is needed to maintain and increase access to primary care in Vermont. As the patient-centered medical home for 1 in 3 Medicaid beneficiaries, Vermont's FQHCs share an enduring partnership with the State Medicaid program. This program not only provides essential health insurance for tens of thousands of health center patients, but it also plays a critical role in the financial stability of FQHCs, accounting for 23% of their funding. Bi-State and its members have worked diligently with our Medicaid partners to address the current financial fragility and will continue to do so to maintain the ability to meet the care needs of Medicaid enrollees.

Workforce Development and Public Policy

The pressures from workforce shortages in health care have been growing for years due to more primary care providers nearing retirement, nurse shortages, and a lack of dental providers. Some health care workers have left the workforce entirely. Others remain but struggle with pressures from increased workload or the ability to balance family needs such as childcare. Additionally, the workforce shortages now extend across both clinical and non-clinical positions, which limits our members' ability to meet patient needs. Even where they can fill vacant positions, these new hires require extensive time and resources for training and onboarding, which further contributes to strain on the practice and existing staff.

Bi-State is working both through its Recruitment Center and in collaboration with Vermont state officials and staff to develop strategic and effective approaches to supporting the current workforce and developing new.

As one example, Bi-State is working with key partners to develop a Teaching Health Center Graduate Medical Education program through Maple Mountain Consortium that will recruit and train family medicine residents in Vermont, contributing to the primary care workforce pipeline. Further, Bi-State continues to serve as a member of the Health Care Workforce Advisory Group, established in Act 155 of 2020, and is contributing to the implementation of the Health Care Workforce Strategic Plan. This Strategic Plans lays out many recommendations to address both the short- and long-term needs.

Bi-State Workforce Goals:

- Support the Teaching Health Center Graduate Medical Education program being established through Maple Mountain Consortium
- Explore community-based clinical training
- Increase investments in national outreach to recruit health professionals to Vermont.
- Expand scholarship and loan repayment options across broader health care professions

Bi-State's Recruitment Center

BiStateRecruitmentCenter.org

Recruitment Center Accomplishments

Our recruitment team identifies physicians, APRNs, physician assistants, dentists, and mental health and substance use disorder treatment providers who will thrive in our rural communities.

Between July 1, 2023 and June 30, 2024, the Recruitment Center identified 430 clinicians considering practice in Vermont or New Hampshire within the next two years. We successfully placed a family medicine physician, 2 internal medicine physicians, 2 OBGYNs, 5 physician specialists, 21 dentists, 3 family nurse practitioners, 3 physician assistants, and 1 social worker.

Primary Care is Delivered by a Team

Bi-State's Recruitment Center combines local outreach with national strategic marketing campaigns to recruit clinicians in primary care, oral health, mental health, and substance use disorder treatment. We increasingly see practices struggling to maintain and recruit qualified members across the continuum of care, including nurses, medical assistants, and dental assistants. The Recruitment Center supports practices in their efforts to recruit and retain the full primary care team.

Since its inception in 1994, the Recruitment Center has helped more than 150 employers recruit qualified employees across Vermont and New Hampshire.

Strategic Workforce Initiatives

Workforce development and planning for community health centers is more important than ever before to ensure that community needs are met.

Bi-State's Recruitment Center oversees two projects with community health centers:

- Developing comprehensive recruitment and retention plans; and
- Expanding health profession education and training programs within their practices.

Contact Information

For more information, contact Stephanie Pagliuca, Senior Director of Workforce Development and Recruitment, spagliuca@bistatepca.org.

FQHC Funding

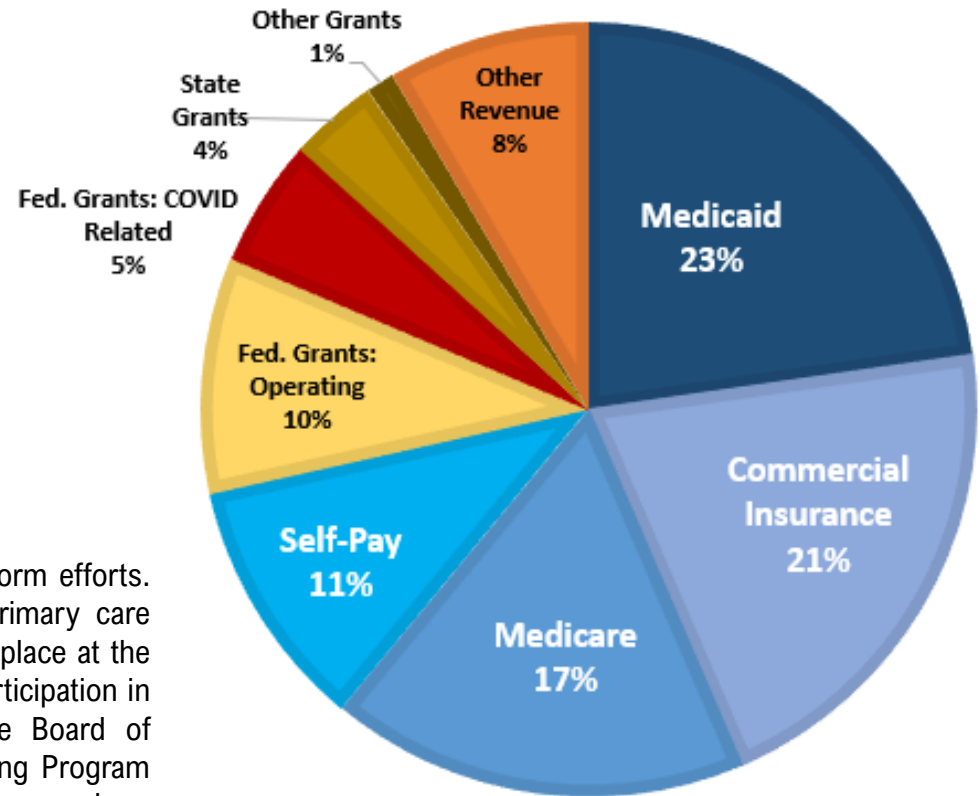
FQHCs are eligible to receive federal appropriations for allowable costs that are not reimbursed by Medicaid, Medicare, commercial payers, and patient self-pay. Some of these costs may include care provided to uninsured and underinsured low-income patients and enabling services, outreach, transportation, and interpretation.

- Federal FQHC grants are awarded based upon a very competitive national application process.
- When FQHCs are awarded federal funds, they must meet strict program, performance, and accountability standards. Almost 100 additional regulations are connected to FQHC status.
- Federal FQHC appropriations are not transferable to any other entity.
- FQHCs bill commercial insurers just like any other primary care practice.
- No payer reimburses FQHCs for their full costs. Additional funding streams such as 330 grants and 340B funds allow FQHCs to offer comprehensive services in all corners of the state.

FQHC and Health Care Reform

Vermont's FQHCs have been very involved in the state's health care reform efforts. All Vermont FQHCs participate in the Blueprint for Health advance primary care program and are highly engaged in providing the right care at the right place at the right time. In 2024, nine out of eleven eligible FQHCs continued their participation in OneCare Vermont. Three Bi-State members served on the OneCare Board of Managers. Three FQHCs also participated in the Medicare Shared Saving Program with other ACOs. While adequate funding levels are essential, Bi-State members value the goal of transitioning to value-based payments that prioritize primary care and provide means to meet the health and wellness needs of patients and communities. Bi-State's members are aligned with Vermont's goals to improve health and limit the growth of health care costs. Bi-State is currently working with Vermont state officials and partner provider associations to ensure the AHEAD model meets Vermonters' health needs.

FQHC Sources of Revenue (2023)



2023 UDS Data

FQHC Federal Requirements

Federally Qualified Health Centers (FQHCs) are health care practices that have a mission to provide high quality, comprehensive primary care and preventive services regardless of their patients' ability to pay or insurance coverage. FQHCs must successfully compete in a national competition for FQHC designation and funding. Additionally, they must be located in federally-designated medically underserved areas and/or serve federally-designated medically underserved populations. Annually, they submit extensive financial and clinical quality data to their federal regulators, the Health Resources and Services Administration (HRSA) in a submission called Uniform Data System (UDS). Every three years HRSA regulators audit each FQHC with a multi-day operational site visit.

Per Federal Regulations, FQHCs must comply with 90+ requirements. In summary, they must:

- Document the needs of their target populations.
- **Provide all required primary, preventive, enabling health services** (either directly or through established referrals).
- Maintain a core staff as necessary to carry out all required primary, preventive, enabling, and additional health services. Staff must be appropriately credentialed and licensed.
- **Provide services at times and locations that assure accessibility and meet the needs of the population to be served.**
- Provide professional coverage during hours when the health center is closed.
- Ensure their physicians have admitting privileges at one or more referral hospitals to ensure continuity of care. Health centers must firmly establish arrangements for hospitalization, discharge planning, and patient tracking.
- Have a system in place to determine eligibility for patient discounts adjusted on the basis of the patient's ability to pay. **No patient will be denied services based on inability to pay.**
- Have an ongoing Quality Improvement/Quality Assurance program.
- Exercise appropriate oversight and authority over all contracted services.
- Make efforts to establish and maintain collaborative relationships with other health care providers.
- Maintain accounting and internal control systems to safeguard assets and maintain financial stability.
- Have systems in place to maximize collections and reimbursement for costs in providing health services.
- Develop annual budgets that reflect the cost of operations, expenses, and revenues necessary to accomplish the service delivery plans.
- Have systems which accurately collect and organize data for reporting and which support management decision-making.
- Ensure governing boards maintain appropriate authority to oversee operations.
- **Ensure a majority of board members for each health center are patients of the health center.** The board, as a whole, must represent the individuals being served by the health center in terms of demographic factors such as race, ethnicity, and sex.
- Ensure bylaws and/or policies are in place that prohibit conflict of interest by board members, employees, consultants, and those who furnish goods or services to the health center.

Bi-State's Vermont Member Sites by County

Addison County

- Community Health (FQHC)
 - Community Health and Dental Shorewell
- Mountain Community Health(FQHC)
 - Mountain Community Health*
 - MAT Mobile Van (mobile)
 - Mount Abraham Unified School District
- Open Door Clinic (VFRC)

Bennington County

- Battenkill Valley Health Center (FQHC)*
- Bennington Free Clinic (VFRC)

Caledonia County

- Northern Counties Health Care (FQHC)
 - Danville Health Center
 - Hardwick Area Health Center
 - Northern Counties Dental Center*
 - St. Johnsbury Community Health Center
 - Northern Express Care - St. Johnsbury
- St. Johnsbury Health Center (PPNNE)

Chittenden County

- Community Health Centers (FQHC)
 - Riverside Health Center*
 - Safe Harbor Health Center*
 - Pearl Street Youth Health Center
 - H.O. Wheeler School*
 - South End Health Center*
 - GoodHEALTH Internal Medicine
 - Winooski Family Health*
 - Community Health Centers - Essex
- Health Assistance Program at UVMHC (VFRC)
- Burlington Health Center (PPNNE)
- Williston Health Center (PPNNE)

Essex County

- Northern Counties Health Care (FQHC)
 - Concord Health Center
 - Island Pond Health and Dental Center*

Grand Isle County

- Community Health Centers (FQHC)
 - Champlain Islands Health Center
- Northern Tier Center for Health (FQHC)
 - Alburg Health Center

Franklin County

- Northern Tier Center for Health (FQHC)
 - Enosburg Health Center
 - Fairfax Health Center
 - Richford Dental Clinic*
 - Richford Health Center
 - St. Albans Health Center
 - Swanton Health Center*
 - Georgia Health Center
 - NOTCH Primary Care
 - Swanton Rexall
 - NOTCH Pharmacy – Richford
 - Fairfax Pharmacy

Lamoille County

- Lamoille Health Partners (FQHC)
 - Lamoille Health Behavioral Health & Wellness
 - Lamoille Health Family Dentistry*
 - Lamoille Health Family Medicine, Morrisville
 - Lamoille Health Family Medicine, Stowe
 - Lamoille Health Pediatrics
 - Lamoille Health Family Medicine, Cambridge

Orange County

- Gifford Health Care (FQHC)
 - Chelsea Health Center
 - Gifford Primary Care
 - Gifford OB/GYN and Midwifery
 - Gifford Pediatric and Adolescent Med.
 - Kingwood Health Center
 - HealthHub Dental Services (mobile)*
 - Braintree Elementary School
 - Brookfield Elementary School
 - Randolph Union Middle/High School
 - Randolph Elementary School
 - Randolph Technical Career Center
- Health Connections at Gifford (VFRC)
- Little Rivers Health Care (FQHC)
 - Blue Mountain Union School
 - Bradford Elementary School
 - LRHC at Bradford
 - LRHC at East Corinth
 - LRHC at Newbury
 - LRHC at Wells River
 - LRHC at Valley Vista
 - Oxbow High School
 - Newbury Elementary School
 - Thetford Elementary School
 - Waits River Valley School

Orleans County

- Northern Counties Health Care (FQHC)
 - Orleans Dental Center (FQHC)*
 - Northern Express Care - Newport

Rutland County

- Community Health (FQHC)
 - Community Health Allen Pond
 - Community Health Brandon
 - Community Health Castleton Family
 - Community Health Pediatrics
 - Community Dental Rutland*
 - Community Health Mettowee
 - Community Health Rutland
 - Community Health North Main
 - Express Care Castleton
 - Express Care Rutland
- Rutland County Free Clinic and Dental Clinic* (VFRC)
- Rutland Health Center (PPNNE)

Washington County

- Barre Health Center (PPNNE)
- Gifford Health Care (FQHC)
 - Gifford Health Center at Berlin
- People's Health & Wellness Clinic (VFRC)
- The Health Center (FQHC)
 - Cabot Health Services (school-based)
 - Ronald McDonald Dental Care Mobile (mobile)*
 - The Health Center Main Site*
 - Vermont Dental Care, Barre*
 - Twinfield School
 - Calais Elementary School
 - East Montpelier Elementary School
 - Maplehill School

Windham County

- Brattleboro Health Center (PPNNE)
- North Star Health (FQHC)
 - Mountain Valley Health Center

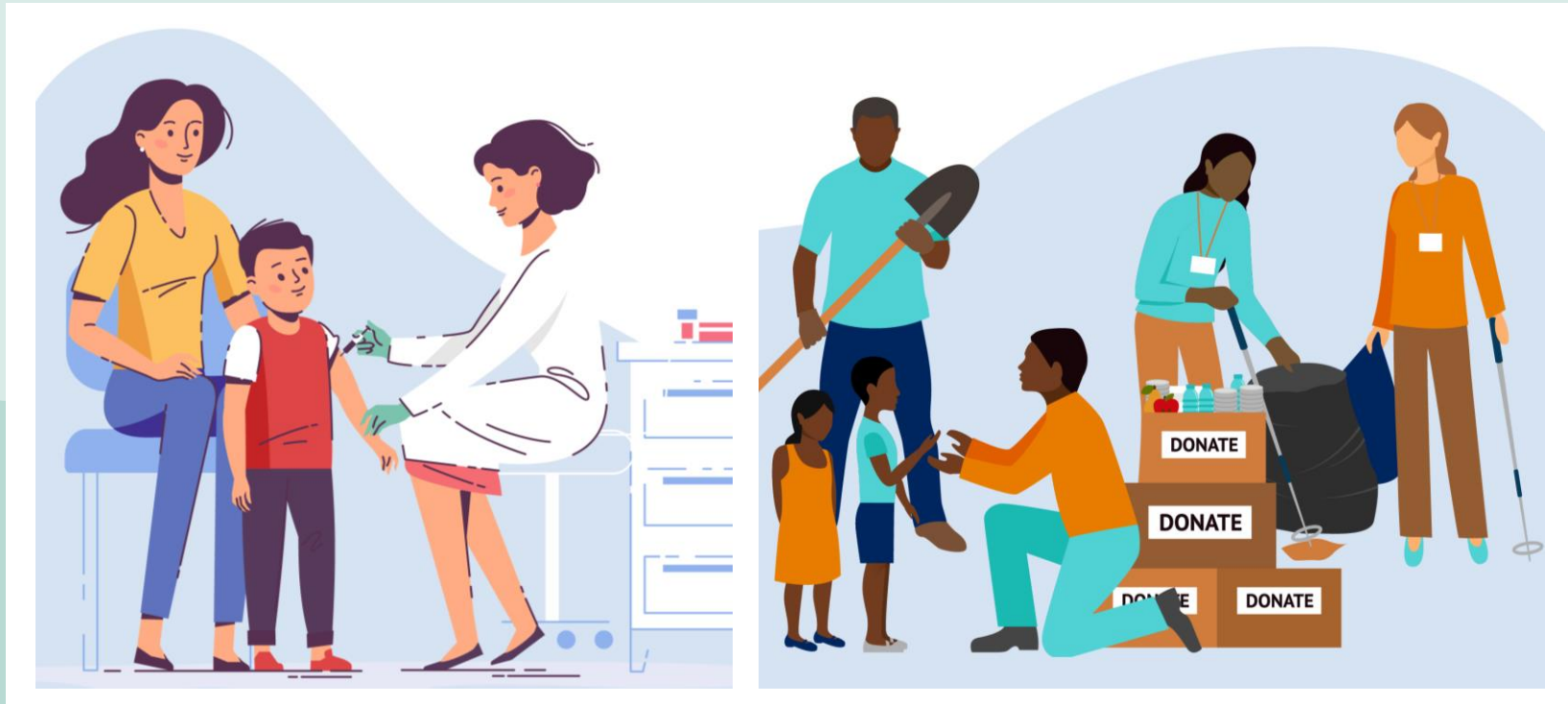
Windsor County

- Gifford Health Care (FQHC)
 - Bethel Health Center
 - Rochester Health Center
 - North Star Health (FQHC)
 - Chester Dental Center*
 - The Ludlow Health Center
 - Springfield Health Center
 - North Star Vision
 - Edgar May Health Center
 - Springfield High School
 - Elm Hill School
 - Riverside Middle School
 - Union Street School
 - Valley Health Connections (VFRC)
 - Good Neighbor Health Clinic & Red Logan Dental Clinic* (VFRC)
 - Windsor Community Clinic (VFRC)
 - White River Junction Health Center (PPNNE)
- ### Sullivan County in New Hampshire
- North Star Health (FQHC)
 - Charlestown Family Medicine

Grafton County in New Hampshire

- Good Neighbor Lebanon Health Clinic (VFRC)

**site provides dental services*
(FQHC) Federally Qualified Health Center
(PPNNE) Planned Parenthood of Northern New England
(VFRC) Vermont's Free and Referral Clinics



Bi-State's Vermont Member Profiles

Battenkill Valley Health Center

Dedicated to serving Bennington County,
and all patients regardless of ability to pay



Clinical Campus | Arlington, VT
www.battenkillvalleyhealthcenter.org

About Our Patients

Insurance Status (2023)

4% were uninsured
26% were covered by Medicare
43% were covered by private insurance
28% were covered by Medicaid

Children & Adults Served (2023)

Total Patients with Visits in 2023: 3,421
Total Visits: 12,660
Patients with Hypertension: 23%
Patients with Diabetes: 9%
Patients Best Served in Language Other Than English: 1%

Organizational Information (2023)

Organization Budget FY24: \$4,363,464
Employee FTE: 33 FTEs

Co-Executive Directors

Kayla Davis, MSW & Anje Van Berckelaer, MD, MS

Mission

**“To provide compassionate, comprehensive,
affordable healthcare.”**

We believe the following value statements are essential to our mission.

- **Comprehensive Care:** Treating the whole person throughout all stages of life has a positive, long-term impact on individuals, families, and communities.
- **Employee Well-being:** We invest in our employees by providing learning and training opportunities that make BVHC an employer of choice and a joyful place to work.
- **Equal Access:** Every person, regardless of their ability to pay, has the right to receive high-quality, reliable, and confidential healthcare.
- **Excellence:** We strive for excellence in all aspects of our healthcare.
- **Integrity:** We demonstrate compassion and empathy, recognizing the individuality of our patients. We employ the highest ethical standards that include honesty and fairness.
- **Partnership:** The BVHC team establishes partnerships that enhance our communities.

All services are provided to individuals regardless of ability to pay or insurance status. Services include:

- Primary Care
- Dental Care
- Mental Health Counseling
- Psychiatric Services
- Medications for Opioid Use Disorder
- Nutrition Counseling
- Nurse Case Management
- Population Health Management

Whole person comprehensive healthcare, including:

- Same-day appointments
- Health and wellness promotion
- Screenings and treatments for chronic illnesses
- Integrated behavioral health services
- Vaccinations

To address social drivers of health, BVHC services additionally include:

- Community Health Worker on staff
- Food access work
- Community outreach and education

Partnerships/Special Programs

Hannah's Pantry – a food shelf within our waiting rooms available to patients and the greater community

Reach Out & Read – promoting literacy during well-child visits to enhance early childhood development

VeggieVanGo – BVHC hosts this monthly VermontFoodbank program at the Arlington Food Shelf

Vermont Veterans Outreach Program – providing dental care to uninsured Vermont Veterans through the generous support of the Northeast Delta Dental Foundation

Community Health Centers

Dedicated to serving 26% of Vermont's population with sites in Chittenden and southern Grand Isle counties; all patients regardless of ability to pay



Our Mission

Community Health Centers (CHC) improves the health of **ALL** within the communities we serve.

About Our Patients

Insurance Status (2023)

- 22% were uninsured
- 18% were covered by Medicare
- 35% were covered by private insurance
- 25% were covered by Medicaid

Children & Adults Served (2023)

- Total Patients: 29,998
- Total Visits: 110,184
- Patients with Hypertension: 18%
- Patients with Diabetes: 7%
- Patients Best Served in Language Other Than English: 8%

Organizational Information

- CEO: Jeff McKee, PsyD
- Employee FTE: 291
- Organization Budget: \$39,481,381
- Total Uncompensated Care: \$371,888

Additional Information

- CHC offers the only Homeless Healthcare Program in the state. This program provides unhoused individuals medical, dental and mental health services at no cost.
- CHC made upwards of 14,000 calls to an interpreter service in 2023.
- CHC subsidized \$2 million through the 340B discount pharmacy program.

Community Health Centers Sites

- CHC – Champlain Islands
- CHC – Good Health
- CHC – Pearl Street
- CHC – Riverside
- CHC – Safe Harbor
- CHC – South End
- CHC – Winooski
- CHC – Essex
- CHC – School Based Dental Center

Our Vision

- We will be a model of excellence in providing innovative health care services.
- We will be a leader in comprehensive and fully-integrated health care that is responsive to the physical, cultural, emotional, spiritual, and social needs of our patients.
- We will be responsible financial stewards by maximizing our resources and community relationships.

Our Values

Equity, Excellence, Team, Engagement, Accountability, Collaboration

Services

- Medical Care
- Counseling/Psychiatry
- Dental Care
- Interpreter Support
- Pediatric and OB Care
- Homeless Healthcare Program
- Same-Day Sick Visits
- On-Site Laboratory
- Refugee and Immigrant Health Services
- Elder Care
- Addiction Recovery Support
- On-Site Pharmacy and Discounted Prescriptions
- LGBTQ+ Health Services
- Telehealth Visits
- Financial Assistance including Sliding-Fee Scale

www.chcb.org

Community Health

Dedicated to serving Rutland County,
and all patients regardless of ability to pay



Vision – To cultivate a healthy community through prevention and care, where all individuals achieve their highest potential for health and wellness.

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.

About Our Patients

Insurance Status (2023)

4% were uninsured
26% were covered by Medicare
41% were covered by private insurance
26% were covered by Medicaid.

Children & Adults Served (2023)

Total Patients: 46,968
Total Visits: 215,354
Patients with Hypertension: 23%
Patients with Diabetes: 9%
Patients Best Served in Language Other Than English: 1%

Organizational Information:

Operating Budget: \$56,005,359
Employee FTE: 346
Total Uncompensated Care: \$X2,046,800
CEO: Michael Gardner

<https://www.chcrr.org/>

In 2024, Community Health celebrated its 20th year anniversary as one of Vermont's 11 Federally Qualified Health Centers. From year 1 to year 20, Community Health has increased its number of sites, patients, and patient visits all approximately threefold, and increased staffing tenfold.

Leadership, providers, staff and patients share their stories and gratitude from the past 20 years in this celebration video:
<https://www.youtube.com/watch?v=vF0x3WVbXpk>

Values

Accountability – We accept responsibility and take ownership of our actions.

Service – We are committed to providing outstanding service and compassionate care to our patients and each other.

Integrity – We are honest and ethical and live by the values of the organization.

Respect – We value each person's thoughts, needs and diversity.

Teamwork – We are dedicated to working collaboratively to create a community of one.

Excellence – We are committed to taking exceptional measures to ensure we deliver the highest quality services.

Adaptability – We will embrace change in order to thrive when faced with new challenges.

Community Health Locations:

- Community Health Brandon
- Community Health Castleton
- Community Health Pediatrics
- Community Dental Rutland
- Community Health Mettowee
- Community Health Rutland
- Community Health and Dental Shorewell
- Community Health North Main
- Express Care Castleton
- Express Care Rutland



MEDICAL • DENTAL • BEHAVIORAL HEALTH

Community Health Services:

Primary healthcare for individuals of all ages, regardless of ability to pay or insurance status, including:

- Dental care (including pediatric)
- Care management
- Disease management and education on managing chronic diseases such as diabetes, asthma, and hypertension
- Express Care / same-day appointments
- Pharmacy
- Health and wellness promotion
- Screenings and treatments for chronic illnesses
- Minor procedures
- Nutrition counseling
- Integrated behavioral health services
- Substance Use Disorder Treatment
- Medication Assisted Treatment (MAT)
- COVID-19 and other vaccinations

To address social drivers of health, Community Health services additionally include:

- Community Health Workers
- Collaboration to fight food insecurity with [the Farmacy Project](#)

Gifford Health Care

Dedicated to serving Central Vermont,
and all patients regardless of ability to pay



About Our Patients

Insurance Status (2023)

3% were uninsured
27% were covered by Medicare
45% were covered by private insurance
25% were covered by Medicaid.

Children & Adults Served (2023)

Total Patients: 14,874
Total Visits: 48,037
Patients with Hypertension: 21%
Patients with Diabetes: 9%
Patients Best Served in Language Other Than English: < 1%

Organizational Information:

Organization Budget: \$17,479,941
Employee FTE: 99.8
Total Uncompensated Care: \$483,351
(uncompensated care = bad debt & charity care)
President & CEO: Michael Costa

<https://giffordhealthcare.org/>

Notes of Interest:

- High ED Utilizer Team saw reduced visits / month for 14 of 18 patients receiving intervention. Estimated annual savings = \$130,000.
- GHC recognized for Community Health Quality from HRSA with the Community Health Recognition and Patient Centered Medical Home badges.



Gifford Health Care



Mission Statement

“As a community health center and medical home, Gifford’s mission is to improve and manage the health of the people we serve by providing and assuring access to affordable, high-quality health care, and by promoting the health and well-being of everyone in our service area.”

Gifford Health Care Sites

- Bethel Health Center
- Chelsea Health Center
- Gifford Health Center at Berlin
- Gifford Pediatric and Adolescent Medicine
- Gifford Primary Care
- HealthHub Dental Services
- Kingwood Health Center
- Rochester Health Center
- School Based Clinics:
 - Braintree Elementary School
 - Brookfield Elementary School
 - Randolph Elementary School
 - Randolph Technical Career Center
 - Randolph Union Middle/High School
 - Rochester Elementary School



Gifford Health Care Services:

Primary health care for individuals of all ages, regardless of ability to pay or insurance status, including:

- Care management
- Chronic disease management (e.g., for diabetes, asthma, and hypertension, etc.)
- Chronic Care Management
- Diabetes Clinic
- Same-day appointments
- Health and wellness promotion
- Screenings and treatments for chronic illnesses
- Women’s health
- Pediatric & adolescent medicine
- Preventive & restorative dental services
- Minor procedures
- Nutrition counseling
- Laboratory work
- Integrated behavioral health services
- School Based Clinics
- Substance Use Disorder Treatment
- Medication Assisted Treatment (MAT)
- Vaccination management

To address social drivers of health, GHC services additionally include:

- VeggieVanGo VT Foodbank site
- Gifford Green Bags (bags of shelf stable food in all clinics)
- Care Coordination
- Health Connections

Lamoille Health Partners

Dedicated to serving Lamoille County,
and all patients regardless of ability to pay



About Our Patients

Insurance Status (2023)

- 5% were uninsured
- 16% were covered by Medicare
- 53% were covered by private insurance
- 26% were covered by Medicaid.

Children & Adults Served (2023)

- Total Patients: 13,459
- Total Visits: 70,921
- Patients with Hypertension: 19%
- Patients with Diabetes: 8%
- Patients Best Served in Language Other Than English: 1%

Organizational Information:

- Organization Budget: \$25 million
- Employee FTE: 148
- Total Uncompensated Care: \$80K
- Board Chair: Susan Bartlett

<https://www.lamoillehealthpartners.org/>

Mission

Deliver premier, whole-person
healthcare to our communities.

Our Approach

At Lamoille Health Partners, we take a whole-person approach to care, ensuring our community members have access to the healthcare resources needed during every stage of life. From pediatrics and family medicine to dental care, behavioral health and wellness, and pharmacy services, we offer a connected and coordinated system to meet all your care needs.

In addition to the premier medical care services we offer, we are also committed to addressing “social determinants of health” (SDOH) for our community – those non-medical parts of our lives, like transportation, access to food, and housing – that can dramatically impact our health. In addition to the amazing work provided by our Community Health Team in this area, we are committed to expanding our enterprise and partnerships to encompass all of our community’s SDOH needs.

Values

- Patient-Centered
- Compassionate
- Innovative
- Trustworthy

Lamoille Health Partners Services:

Primary health care for individuals of all ages, regardless of ability to pay or insurance status, including:

- Dental care
- Care management
- Disease management and education on managing chronic diseases such as diabetes, asthma, and hypertension
- Express Care / same-day appointments
- Pharmacy
- Health and wellness promotion
- Screenings and treatments for chronic illnesses
- Minor procedures
- Nutrition counseling
- Transgender affirming care
- Integrated behavioral health services
- Substance Use Disorder Treatment
- Medication Assisted Treatment (MAT)
- COVID-19 and other vaccinations

To address social drivers of health, LHP services additionally include:

- Heart Healthy Food Initiative

Lamoille Health Partners Sites:

- Lamoille Health Behavioral Health & Wellness
- Lamoille Health Family Dentistry*
- Lamoille Health Family Medicine, Morrisville
- Lamoille Health Family Medicine, Stowe
- Lamoille Health Family Medicine, Cambridge
- Lamoille Health Pediatrics
- Community Health Pharmacy



Meet our 2024 Employee of the Year

Shannon Chauvin, Director, Quality
“Shannon exemplifies LHP’s values daily. She is a team player, accountable, and trustworthy. Shannon is innovative in always looking for solutions to improve patient experience and care.”

Little Rivers Health Care

Dedicated to serving Orange County,
and all patients regardless of ability to pay



About Our Patients

Insurance Status (2023)

- 3% were uninsured
- 28% were covered by Medicare
- 43% were covered by private insurance
- 26% were covered by Medicaid.

Children & Adults Served (2023)

- Total Patients: 6,906
- Total Visits: 41,057
- Patients with Hypertension: 24%
- Patients with Diabetes: 10%
- Patients Best Served in Language Other Than English: 2%

Organizational Information:

- Organization Budget: \$13,204,229
- Employee FTE: 80
- Total Uncompensated Care: \$293,402
- CEO: Andy Barter

<https://www.littlerivers.org/>

Mission

Our mission is to provide respectful, comprehensive primary health care for all residents in our region, regardless of their ability to pay. We offer quality health care services to everyone. In the spirit of community, we make efforts to reach out and welcome those who need health services but may have insufficient means to access them. We commit ourselves to continually reduce the burden of illness, injury, and disability, and to improve the health and quality of life of those for whom we care.

Little Rivers Health Care Sites:

- Blue Mountain Union School
- Bradford Elementary School
- LRHC at Bradford
- LRHC at East Corinth
- LRHC at Newbury
- LRHC at Wells River
- Oxbow High School
- Newbury Elementary School
- Thetford Elementary School
- Valley Vista
- Waits River Valley School
- Rivendell Academy
- Samuel Morey Elementary School

LRHC Services:

Primary health care for individuals of all ages, regardless of ability to pay or insurance status, including:

- Care management
- Disease management and education on managing chronic diseases such as diabetes, asthma, and hypertension
- Pediatrics & OB Care
- Health and wellness promotion
- School-based behavioral health services
- Minor procedures
- Nutrition counseling
- Integrated behavioral health services
- Substance Use Disorder Treatment & Medication Assisted Treatment (MAT)
- COVID-19 and other vaccinations

To address social drivers of health, LRHC services additionally include:

- Food Farmacy
- Farm Outreach Program (a collaboration with Dartmouth medical students to provide care to farmworkers)
- Silver Diamine Fluoride Dental Treatment

Our vision is to transform lives by achieving superior health outcomes at affordable costs while fostering a committed and empowered workforce through exceptional employee experiences and innovative change management.

Growth in Capacity and Scope of Services

- 900% increase in annual mental health visits over the past 10 years.
- 30% rise in the number of patients served over the last 7 years.
- 200% increase in annual visits during the same 7-year period.

Mountain Community Health

Dedicated to serving Northeast Addison County,
and all patients regardless of ability to pay



Mountain Community Health



About Our Patients

Insurance Status (2023)

- 5% were uninsured
- 24% were covered by Medicare
- 45% were covered by private insurance
- 26% were covered by Medicaid.

Children & Adults Served (2023)

- Total Patients: 4,128
- Total Visits: 17,274
- Patients with Hypertension: 20%
- Patients with Diabetes: 6%
- Patients Best Served in Languages Other Than English: 1%

Organizational Information:

- Organization Budget: ~\$6.5 million
- Employee FTE: 48
- CEO: Heidi Melbostad, PhD

<https://www.mchvt.org/>

Mission

To strengthen our communities by improving the health of our neighbors.

Values

- Providing quality health care with skill, compassion, and respect
- Lowering the barriers to affordable care
- Delivering broad-based services, including preventative, dental, mental, and primary health care

Vision

We envision making Mountain Community Health the medical and dental care provider of choice in the communities we serve.

Mountain Community Health Sites:

- Primary Care and Dentistry - Bristol, VT
- Mobile Van
- Mount Abraham Unified School District

MCH Services:

Primary health care for individuals of all ages, regardless of ability to pay or insurance status. Same day appointments available.

Dental care

- Pediatric and adult care
- Exams and preventive care
- Restorative services
- Removable and fixed prosthodontics

Medical Care

- Newborn, pediatric, adult, and geriatric care
- Family planning and gynecological services
- Chronic disease management
- Screenings, laboratory services and treatments for chronic illnesses
- Minor procedures
- Immunizations and vaccines
- Health education and counseling

Integrated Behavioral Health

- Substance Use Disorder treatment
- Medication for Opioid Use Disorder (MOUD)
- Nutrition counseling

To address social determinants of health, MCH services additionally include:

- Food insecurity program
- Medicaid assistor services
- Transportation support

2024 Highlights

- Dr. Brian Bates, Mountain Community Health Physician, named 2024 Family Physician of the Year by the Vermont Academy of Family Physicians!
- Mountain Community Health received the 2024 Governor's Excellence in Worksite Wellness Award!

Northern Counties Health Care

Dedicated to serving Essex, Orleans, and Caledonia counties, and all patients regardless of ability to pay



Northern Counties Services:

Primary health care for individuals of all ages, regardless of ability to pay or insurance status, including:

- Dental care (including a Nursing Home Dental Care Program)
- Care management
- Disease management and education on managing chronic diseases such as diabetes, asthma, and hypertension
- Express Care / same-day appointments
- Health and wellness promotion
- Screenings and treatments for chronic illnesses
- Minor procedures
- Nutrition counseling
- Integrated behavioral health services
- Substance Use Disorder Treatment
- Medication Assisted Treatment (MAT)
- COVID-19 and other vaccinations
- Home Care and Hospice

To address social drivers of health, NCHC services additionally include:

- Community Health Workers
- Community partnerships counseling patients on financial wellbeing and insurance enrollment

Northern Counties Health Care Sites:

- Concord Health Center
- Danville Health Center
- Hardwick Area Health Center
- Island Pond Health & Dental Center*
- Northern Counties Dental Center*
- Orleans Dental Center*
- St. Johnsbury Community Health Center
- Northern Express Care – St. Johnsbury
- Northern Express Care – Newport

Mission

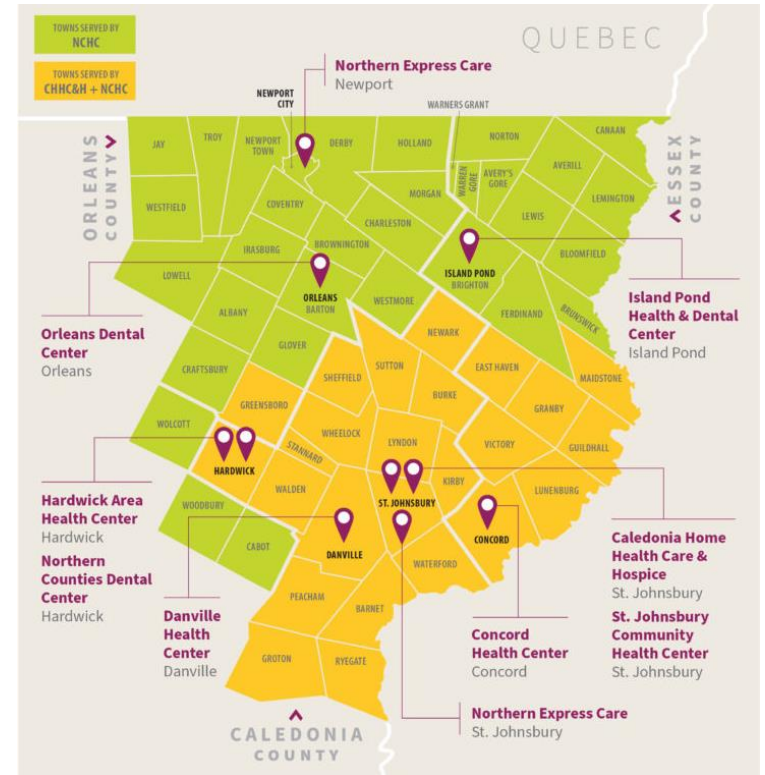
To provide high-quality, accessible, patient-centered health care.

Vision

NCHC is a key partner in building healthy families and thriving communities.

Values

- **Mutual Respect and Trust:** working together and providing care that respects every individual's dignity, privacy, and culture.
- **Excellence:** investing in our most valuable asset, our employees, is crucial to delivering high quality care.
- **Teamwork and Collaboration:** working within NCHC and with community partners to provide a continuum of health care and social support.
- **Stewardship and Spirit of Service:** serving our communities with integrity and intention in all our interactions.
- **Resilience:** approaching every challenge as an opportunity to pursue creative solutions, achieve financial sustainability, and deepen our resolve.



About Our Patients

Insurance Status (2023)

- 7% were uninsured
- 23% covered by Medicare
- 38% covered by private insurance
- 32% covered by Medicaid.

Children & Adults Served (2023)

- Total Patients: 24,517
- Total Visits: 74,454
- Patients with Hypertension: 18%
- Patients with Diabetes: 7%
- Patients Best Served in Language Other Than English: 1%

Organizational Information:

- Organization Budget: \$23,500,000
- Employee FTE: 164
- Interim CEO: Chris Towne



<https://www.nchcvt.org/>

Northern Tier Center for Health (NOTCH)

Dedicated to serving the northwest corner of Vermont, with sites in Franklin county and Grand Isle county, and all patients regardless of ability to pay



About Our Patients

Insurance Status (2023)

- 3% were uninsured
- 19% were covered by Medicare
- 52% were covered by private insurance
- 26% were covered by Medicaid.

Children & Adults Served (2023)

- Total Patients: 21,043
- Total Visits: 70,668
- Patients with Hypertension: 30%
- Patients with Diabetes: 12%
- Patients Best Served in Language Other Than English: 1%

Organizational Information:

- Organization Budget: \$40.8 million
- Employee FTE: 188
- Executive Director: Kathy J. Benoit

www.notchvt.org

Mission

To promote, preserve, and restore the health of persons residing in Northwestern Vermont. Accomplished by:

- Applying the healing arts to all with a focus on prevention;
- Educating & motivating persons regarding positive health activities;
- Identifying potential health hazards;
- Reaching out, seeking to serve, and making a difference in the lives of those served regardless of ability to pay;
- Providing facilities, staff, equipment, & supplies for the use of those we serve;
- Establishing and maintaining the organization's financial viability, thus ensuring its enduring service.

Vision

- To be the outstanding primary care choice for our patients, our communities, and our service area
- To be the pacesetter in the use of new knowledge for lifestyle improvement and quality of life.
- To be part of an integrated system of care to ensure access to all our services
- To establish partnerships, networks, and referrals with other organizations to provide access to a full range of services to meet the needs of our communities.

NOTCH Services:

Primary health care for individuals of all ages, regardless of ability to pay or insurance status, including:

- Dental care
- Care management
- Disease management and education on managing chronic diseases such as diabetes, asthma, and hypertension
- Same-day appointments
- Health and wellness promotion
- Screenings and treatments for chronic illnesses
- Minor procedures
- Nutrition counseling
- Integrated behavioral health services
- Substance Use Disorder Treatment
- Medication Assisted Treatment
- COVID and other vaccinations
- Pharmacy

To address social drivers of health, NOTCH services additionally include:

- Main Street Market Social Grocery
- Produce Prescription & Medically Tailored Meal Kit Programs
- Veggie Gleaning Program with Healthy Roots Collaborative
- NOTCH Partnering Project
- Outreach Partnerships

Northern Tier Center for Health Sites:

- | | | |
|--------------------------|--|------------------------------------|
| • Alburgh Health Center | • Main Street Market | • St. Albans Health Center |
| • Enosburg Health Center | • NOTCH Partnering Project | • St. Albans Pharmacy |
| • Fairfax Health Center | • NOTCH Pharmacy – Richford | • Swanton Health Center & Pharmacy |
| • Fairfax Pharmacy | • NOTCH Primary Care | • Swanton Rexall |
| • Georgia Health Center | • Richford Health Center & Dental Clinic | |

North Star Health

Dedicated to communities in Southern Vermont and Southwestern New Hampshire, and all patients regardless of ability to pay



North Star HEALTH



About Our Patients

Insurance Status (2023)

- 10% were uninsured
- 28% were covered by Medicare
- 38% were covered by private insurance
- 23% were covered by Medicaid.

Children & Adults Served (2023)

- Total Patients: 24,643
- Total Visits: 99,200
- Patients with Hypertension: 20%
- Patients with Diabetes: 9%
- Patients Best Served in Language Other Than English: < 1%

Organizational Information:

- Organization Budget: \$26,864,789
- Employee FTE: 205
- Total Uncompensated Care: Average of \$27/visit
- Executive Director: Josh Dufresne

<https://www.northstarfqhc.org/>

Mission

To connect with and care for our community so everyone may enjoy health and wellness.

North Star Health Sites:

- Charlestown Family Medicine (NH)
- Chester Dental Center*
- North Star Vision
- Ludlow Health Center
- Mountain Valley Health Center
- Springfield Health Center
- Edgar May Health Center
- Springfield High School
- Elm Hill School
- Riverside Middle School
- Union Street School

North Star Health Services:

Primary health care for individuals of all ages, regardless of ability to pay or insurance status, including:

- Dental care
- Care management
- Chronic disease management (e.g., for diabetes, asthma, and hypertension, etc.)
- Express Care / same-day appointments
- School-based services
- Lifestyle Medicine
- Health and wellness promotion
- Vision care
- Minor procedures
- Nutrition counseling
- Integrated behavioral health services
- Substance Use Disorder Treatment
- Medication Assisted Treatment (MAT)
- COVID-19 and other vaccinations

To address social drivers of health, North Star services additionally include:

- Transportation Assistance
- Assistance with health access

2024 Highlights:

"My North Star provider is caring, thoughtful, and welcomes my thoughts about healthcare decisions and approaches. I feel very much part of my healthcare team." – North Star Health Primary Care Patient

- 1 in 4 patients qualified for financial assistance (based on patients who report their income).
- 1 in 10 patients has no health insurance
- Consolidated dental locations to create more financially sustainable operations
- Revenue sources: 54% from Patients Services 11% Other Service Revenue 34% Grants, contributions and other charitable giving.

The Health Center

Health Care The Way It Ought To Be



The Health Center



About Our Patients

Insurance Status (2023)

23% were uninsured
17% were covered by Medicare
21% were covered by private insurance
39% were covered by Medicaid.

Children & Adults Served (2023)

Total Patients: 8,377
Total Visits: 29,997
Patients with Hypertension: 15%
Patients with Diabetes: 7%
Patients Best Served in Language Other Than English: < 1%

Organizational Information:

Organization Budget: \$10,776,806
Employee FTE: 81
Total Uncompensated Care: \$102,425
Executive Director: John Matthew, MD

<https://thcplainfield.org/>



Mission

The Health Center offers comprehensive high quality and patient oriented health services to meet community needs, regardless of ability to pay, and cognizant of the social determinants of health; provides health education to our patients and our community; and contributes to the progress of medicine through teaching, research, and writing.

Our Values

We believe in patient centered care
We believe in the patient's right to be treated with dignity and respect.
We believe in the pursuit of excellence.
We believe in cooperation, collaboration, and teamwork
We believe our staff is our most valuable asset.

The Health Center (FQHC)

- Cabot Health Services (school-based)
- The Health Center Main Site
- Ronald McDonald Care Mobile
- Twinfield School
- Calais Elementary School
- East Montpelier Elementary School
- Maplehill School
- Barre Dental Clinic

In 2024 The Health Center acquired the Barre Dental Clinic, offering high quality & affordable dental care ranging from routine cleanings to oral surgery.

The Health Center Services:

Primary health care for individuals of all ages, regardless of ability to pay or insurance status, including:

- Dental care
 - Oral surgery
 - Care management
 - Disease management and education on managing chronic diseases such as diabetes, asthma, and hypertension
 - Pharmacy
 - Health and wellness promotion
 - Screenings and treatments for chronic illnesses
 - Minor procedures
 - Nutrition counseling
 - Integrated behavioral health services
 - COVID-19 and other vaccinations
 - Physical Therapy (available onsite)
- To address social drivers of health, THC services additionally include:
- Transportation

Vermont's Free & Referral Clinics (VFRC)

VFRC is a state-wide association that supports free health care clinics across Vermont that are dedicated to serving patients unable to access care in the wider system.

About Our Members' Patients:

VFRC member clinics serve patients statewide with a focus on patients for whom factors such as housing status, immigration status, language, substance use, transportation and more act as barriers to care.

Vermonters Served (2023)

Total Patients: 13,477

Total visits: 46,033

Insurance Status:

- Uninsured 23%
- Underinsured 46%
- Unknown 9%

Income:

- Below 200% FPL 41%
- Over 200% FPL 59%

Of the patients for whom we have language data, 13% are best served in languages other than English.

VFRC Organizational Information:

Executive Director: Olivia Sharrow

Operating Budget: \$108,940

Website: <http://www.vtfreeclinics.org/>



VFRC's Mission

To support member free clinics in Vermont that identify gaps and provide access to care, via on site or by referral services, to uninsured and under-insured people.

Vermont's Free & Referral Clinics

- Dr. G. Richard Dundas Free Clinic
- Good Neighbor Health Clinic & Red Logan Dental*
- Health Connections at Gifford
- Open Door Clinic*
- People's Health & Wellness Clinic*
- Rutland County Free Clinic and Dental Clinic*
- Valley Health Connections
- Mount Ascutney Health Connections

VFRC Member Clinic Services

Free-standing clinics provide a range of medical, dental, and mental health services on-site, as well as case management, insurance navigation, financial assistance, and referrals to specialty services.

Referral clinics provide case management, insurance navigation, financial assistance, and care coordination within their hospital's system.

VFRC members never bill for services - patient care is always free.

In 2023, VFRC Member Clinics:

- Provided \$6.6 million of free medication
- Provided \$790,000 of hospital financial assistance.
- Provided \$152,022 of free prescription eyeglasses, dentures, and medical equipment.

"The value of these services in avoided Emergency Room and hospitalization charges is an estimated \$7.9 million."

- Olivia Sharrow, Executive Director

Member Clinic Highlights

Good Neighbor Health Clinic – White River Junction, VT

Creating partnerships with Hannaford and other local resources, GNHC was able to open a small food pantry to address growing food needs in the community. GNHC was also able to create donation days for clothing drives. This has brought together the "Community Corner" where those in need can access clean, lightly used items for free.

Rutland County Health Partners – Rutland, VT

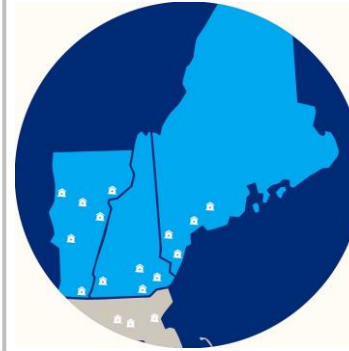
In 2023 Rutland County Health Partners joined a small inter-agency team, the Homeless Healthcare Outreach Team, providing field services to unhoused people in Rutland City which include first aid, mental health, substance use disorder treatment, and essential care support. This initiative enables an effect mode of care to homeless individuals out in the community.

Planned Parenthood of Northern New England

The region's largest provider of sexual and reproductive health care.



| VERMONT: | NEW HAMPSHIRE: | MAINE: |
|----------------------|----------------|-----------|
| Barre | Derry | Biddeford |
| Brattleboro | Exeter | Portland |
| Burlington | Keene | Sanford |
| Rutland | Manchester | Topsham |
| St. Johnsbury | | |
| White River Junction | | |
| Williston | | |



About Our Patients

Insurance Status (FY24)

- 49.09% had commercial insurance.
- 33.50% had government insurance, such as Medicaid, Medicaid Expansion program, or Medicare.
- 17.04% were self-pay.
- 0.36% were insured another way.

Vermonters Served (FY24)

Total VT Patients: 15,960

Total Visits: 22,967

Patients Best Served in Language Other Than English: 2%

Organizational Information

Agency Budget: \$31,769,487 (supports ME, NH, & VT)

Employees agency-wide: 200

Free or Discounted Care in VT: Nearly \$1.3 million

CEO: Nicole Clegg

<https://www.plannedparenthood.org/planned-parenthood-northern-new-england>

Mission

To provide, promote, and protect access to reproductive health care and sexuality education so that all people can make voluntary choices about their reproductive and sexual health.

PPNNE is the region's largest provider of sexual and reproductive health care services. PPNNE provides high quality, inclusive care to all, including birth control, cancer screening, gender affirming hormone therapy, STI testing and treatment, pregnancy testing, PrEP and PEP, well-person check-ups, and more. PPNNE offers a sliding fee scale and has special programs to greatly reduce the cost of a visit or make it entirely free.

Planned Parenthood of Northern New England

- Barre Health Center
- Brattleboro Health Center
- Burlington Health Center
- Rutland Health Center
- St. Johnsbury Health Center
- White River Junction Health Center
- Williston Health Center

PPNNE Services

Reproductive and Sexual Health Care:

- Birth control (by mail or in-person)
- Emergency contraception
- Gender affirming hormone therapy
- Pregnancy testing and a discussion of options
- STI/HIV testing and treatment
- Vasectomies (Burlington only)

Limited Primary Care:

Although PPNNE cannot serve as a patient's primary care physician, we can provide:

- immunizations for the Flu, Tdap, HPV, and Hepatitis A & B
- Cervical, breast, colorectal and testicular cancer screenings;
- High blood pressure, thyroid, cholesterol, & diabetes screenings
- Well person visits

Health Care Education

- Peer sexuality education for high school students
- Community-based sexuality education

Most services are available remotely via Telehealth.

Last year, we worked to expand access to abortion in Vermont. We began offering medication abortion at our St. Johnsbury and Brattleboro health centers, and we resumed procedural abortion at our Rutland health center.

FY25 Goals:

- 1) ORGANIZATIONAL RESILIENCE - Ensure strong, sustainable operations in the context of ongoing societal disruptions;
- 2) ACCESS TO CARE - Expand care to better and more equitably serve the community;
- 3) TEAM WELL-BEING - Foster a culture of curiosity, inclusivity and accountability;
- 4) SEXUAL & REPRODUCTIVE FREEDOM - Execute a bold sexual and reproductive health agenda.

Acknowledgements

Special thanks to our Vermont Bi-State Members for providing high quality health care in their communities and valuable data for the Primary Care Sourcebook.

For more information, please contact:
Mary Kate Mohlman, Director, Vermont Public Policy
802-229-0002 x 223
mmohlman@bistatepca.org

Bi-State Primary Care Association, 61 Elm Street Ste 2, Montpelier, VT 05602
www.bistatepca.org
www.facebook.com/BiStatePrimaryCareAssociation
www.twitter.com/bistatepca



Information and data in the print version of the VT Sourcebook is updated as of January 2025. For an online version of the Vermont Sourcebook and other resources please visit www.bistatepca.org, click on the “Public Policy & Info” tab, and browse the “Vermont Public Policy” list.