

2025 ANNUAL IMPACT REPORT

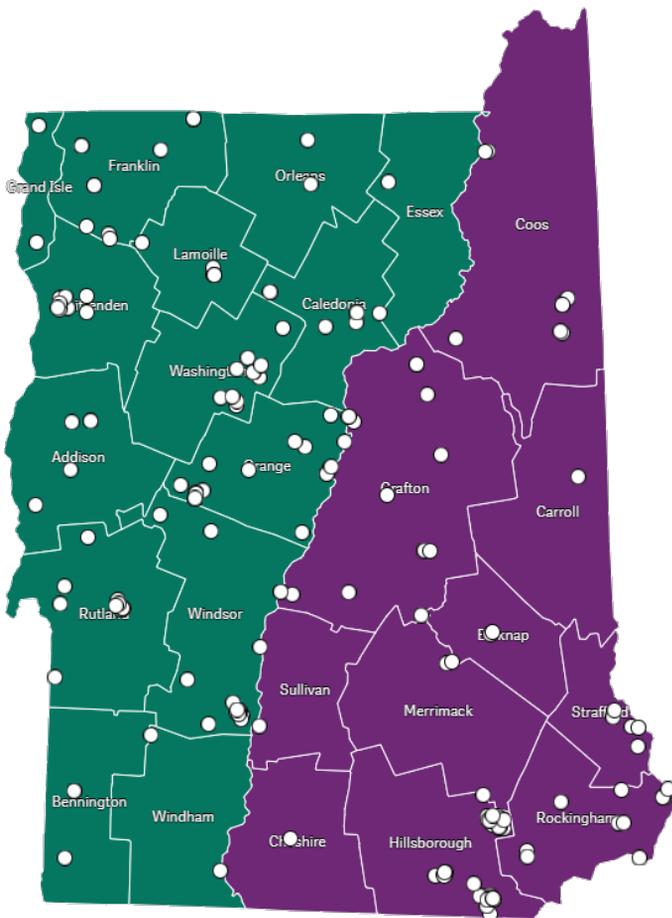
*Celebrating 30 Years of
Bi-State's Recruitment Center!*



Every year, Bi-State Primary Care Association's health center member organizations serve over 330,000 patients across Vermont and New Hampshire!

Vermont

- ❖ 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

- ❖ 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
- ❖ NH Area Health Education Center Program
- ❖ North Country Health Consortium
- ❖ North Star Health
- ❖ Planned Parenthood of Northern New England
- ❖ White Mountain Community Health Center

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Services, NH

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Dear Friends,

We are delighted to provide you with Bi-State Primary Care Association's Annual Impact Report for our 2025 Fiscal Year. This year has been one of resilience and collaboration as we continue to advance access to high-quality and affordable health care for all residents of Vermont and New Hampshire.

Key highlights of this year include the [30th Anniversary](#) of Bi-State's Recruitment Center. Since 1994, the Recruitment Center has made New Hampshire and Vermont home to over 700 providers, and the team is supporting health centers in each of our states to establish two residency programs that will train family doctors in Community Health Centers.

This year also marked Bi-State's 30th annual Primary Care Conference, where hundreds of Community Health Center staff and other partners gathered to share promising practices in improving health outcomes for residents across both states.

This report also acknowledges the challenges we face together, including ensuring primary care can continue to support the needs of communities in New Hampshire and Vermont.

As we look to the future, Bi-State remains committed to finding innovative solutions that protect access to care for the 330,000+ patients our members care for each year. We couldn't be prouder to work alongside you all to build stronger, healthier communities.

Sincerely,



Ken Gordon, Chair
Board of Directors



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

Vision

Healthy individuals, families, and communities
with 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.

Learning • Responsiveness • Respect • Integrity

Advancing Access, Nationally and in our Two States

National Government Relations

Granite Staters and Vermonters need access to patient centered, comprehensive primary care, mental and behavioral health, substance use disorder, dental, and enabling services in their communities. Our National Government Relations work is focused on ensuring this access is available throughout our two states. We seek to ensure that the Community Health Centers that provide these services are able not just to survive, but to thrive.

Bi-State educates policymakers and stakeholders in support of key federal programs that assist those most in need in our two states, including: Medicare; Medicaid; Marketplace plans; Community Health Centers; National Health Service Corps; Teaching Health Center Graduate

Medical Education Programs; Women, Infants, and Children; Supplemental Nutritional Assistance Program; Area Health Education Centers; Family Planning; and Temporary Assistance for Needy Families.

We appreciate the continued leadership and support demonstrated by our Members of Congress for the residents of our two states. Bi-State also works closely with the United States Health Resources and Services Administration through the Bureau of Primary Health Care and the Bureau of Health Workforce to advance our mutual goal of access to comprehensive primary care to address prevention and chronic conditions for individuals and families in our communities.



Rep. Becca Balint (VT) with Bi-State CEO Tess Kuenning and VT health center leaders



Senator Maggie Hassan (NH) with Amoskeag CEO Kris McCracken, Bi-State CEO Tess Kuenning, and NCH Consortium ED Lauren Pearson



Senator Bernie Sanders (VT) with Bi-State CEO Tess Kuenning



Rep. Maggie Goodlander (NH-2) with several NH health center leaders



Senator Jeanne Shaheen (NH) with ACHS CEO Ed Shanshala and Bi-State CEO Tess Kuenning



Senator Peter Welch (VT) with NCHC CEO Chris Towne, Bi-State CEO Tess Kuenning, and Bi-State SVP Georgia Maheras



Rep. Chris Pappas (NH-1) with Bi-State SVP Georgia Maheras and several NH health center leaders

New Hampshire Government Relations

During the 2025 New Hampshire legislative session, Bi-State played a key role in achieving several policy goals that support access to primary care.

- We helped stop the proposed 3% cuts to Medicaid reimbursement rates, which are critical for sustaining the health care workforce that cares for Medicaid patients.
- Working with the NH Health Care Workforce Coalition, we secured \$500,000 for the Teaching Health Center Residency Program at Coös County Family Health Services, which will bring more doctors to areas with limited access to health care.
- As a result of our advocacy, New Hampshire created voluntary certification for Community Health Workers. Since April 1, 2025, 108 CHWs have officially become certified.
- The Family Planning Program was restored to \$500K/state fiscal year.
- We successfully advocated for DHHS to release additional Joint Underwriting Association funds for the NH State Loan Repayment Program, the #1 recruitment and retention tool for NH health centers.



At the NH Legislative Event, health center leaders explained the business of primary care and the need to defend the safety net.



Bi-State organized roundtables about the value of NH's Medicaid programs and the importance of protecting them.



VT health center leaders testified before the VT legislature's House Healthcare Committee.



Director of VT Public Policy Mary Kate Mohlman talks about health centers at Bi-State's Legislative Day.

Vermont Government Relations

During the 2025 Vermont legislative session, Bi-State played a key role in achieving several funding and policy goals supporting access to primary care. These included:

- \$10.9 million Medicaid appropriations to increase Community Health Center and Rural Health Clinic rates, bringing them closer to cost of care.
- \$10.8 million in one-time appropriations to cover Blueprint for Health Medicare Patient-Center Medical Home and Community Health Team payments and \$3.12 million in one-time appropriations to cover population health management payments for 2026. Both funding streams were set to end with the conclusion of the Vermont All-Payer ACO Model in 2025.
- Establishing broad commitment by the Vermont legislature and administration for the Maple Mountain Family Residency program, which received accreditation as a Teaching Health Center Graduate Medical Education Program in May 2025.
- Establishing protections from manufacturers' restrictions for 340B contract pharmacy arrangements.
- Prioritizing the role of and investments in primary care as a key part of health care delivery strategy.

Supporting the Health Care Workforce

Celebrating 30 Years Expanding Access to Care

Since 1994, Bi-State's Recruitment Center has supported employers in recruiting and hiring primary care providers, oral health professionals, mental health clinicians, and substance use disorder specialists across New Hampshire and Vermont. Through strong partnerships with health care organizations, community leaders, and stakeholders, we've brought 700+ providers to communities that need them most—reducing burnout, improving access, and strengthening health outcomes for countless individuals and families. Together, we celebrate three decades of impact and commitment to healthier communities. Please read about more Recruitment Center accomplishments in our [30th Anniversary Report](#).



Stephanie Pagliuca and Claire Hodgman celebrate thirty years at Bi-State.

Quality Improvement Pit Stops

Under the "QI Pit Stop" Model, the Vermont Rural Health Alliance (VRHA) team has been using data and quality improvement techniques to mitigate pain points with the goal of reducing workforce burden. For example, one health center had been struggling with implementing software for patients to complete check-in forms prior to a visit. Successful integration of this tool would improve care for patients and eliminate burden for staff, however the health center's first attempts at implementation resulted in frustration. The VRHA team catalogued the various concerns and worked with the software vendor to ensure they were addressed – resulting in a process that flows well for patients and staff. The VRHA team developed a Non-Medical Risk Factor Report for a different health center to identify positive screens, allowing Community Health Team members to spend more time providing care and less time searching for information. At any given time, the VRHA team has 20+ active QI Pit Stops, solving problems and meeting needs for health center providers across Vermont.

Without this access to highly skilled and responsive analysts/data specialists at VRHA, our little health center would not have the resources to build and refine reports to make them usable at the level of a frontline worker. We are grateful for the ongoing collaboration and could not provide the high-quality care we do without it.

Anje van Berckelaer
Clinical Director &
Co-Executive Director
Battenkill Valley Health Center



Building Tomorrow's Health Care Workforce

Congratulations to 24 leaders from Vermont and New Hampshire health centers, several of whom are pictured above, who earned Certificates in Community Health Leadership at Bi-State's 2025 Primary Care Conference. These graduates join 260+ alumni of Bi-State's Leadership Development Program, which strengthens the health care workforce by equipping participants with skills on topics such as authentic leadership, data-driven quality improvement, and operational planning. Participants expand their professional networks and gain new skills which ultimately improves care delivery supporting stronger, healthier communities across both states.

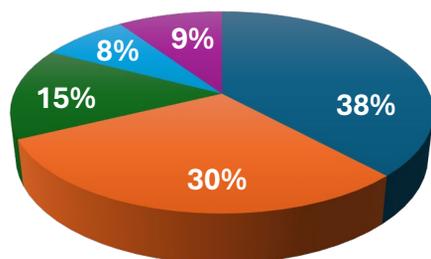
Bi-State Financials, FYE June 30, 2025

Consolidated Statement of Activities FYE June 30, 2025

Operating revenue	
Grant revenue	5,347,615
Dues income	505,827
Other revenue	531,385
Interest income	83,121
Total operating revenue	<u>6,467,948</u>
Expenses	
Salaries and wages	2,879,711
Employee benefits	671,764
Subrecipient grant pass-through	1,634,259
Subcontractors for program services	451,291
Professional services	63,616
Occupancy	101,088
Other	504,535
Depreciation	44,220
Total operating expenses	<u>6,350,484</u>
Excess of revenue over expenses	117,464
Net assets without donor restrictions, beginning of year	<u>4,167,181</u>
Net assets without donor restrictions, end of year	<u>4,284,645</u>

Consolidated Balance Sheet FYE June 30, 2025

Assets	
Cash and cash equivalents	3,333,352
Grants and other receivables	998,795
Prepaid expenses	155,377
Total Current Assets	<u>4,487,524</u>
Deferred compensation investments	268,073
Operating lease right of use asset	22,892
Property and equipment, net	396,920
Total Assets	<u>5,175,409</u>
Liabilities and Net Assets	
Current liabilities	
Accounts payable and accrued expenses	224,517
Accrued salaries and related expense	311,215
Deferred revenue	63,365
Current portion of operating lease liability	23,594
Total current liabilities	<u>622,691</u>
Deferred compensation payable	268,073
Operating lease liability, less current portion	-
Total Liabilities	<u>890,764</u>
Net Assets, Without Donor Restrictions	4,284,645
Total Liabilities and Net Assets	<u>5,175,409</u>



Bi-State Revenue Sources, FY2025

- Federal Grants
- State Grants
- Foundation/Private Grants
- Member Dues
- Other Sources

Bi-State Training and Technical Assistance

Key Themes for Consideration

Compliant Billing
Are coding and billing different job skills with different goals? Yes, correct coding doesn't always get you paid. Proper invoice payment.

Professional Coding
Let providers document and let professional coders code? What level of "professional" coding is given to clinical providers vs. revenue cycle staff?

Documentation
If you didn't document it, it didn't happen? It happened, we just can't code it and keep the revenue if not supported by documentation.

Billing and Coding Trainings: In March, Bi-State arranged for a series run by ArchProCoding, a Community Health Center coding trainer. There were two sessions intended for billers and coders and one geared towards providers. Over 90% of our health centers joined. Bi-State is working to continue this training and add individualized coding audits at health centers in FY26.



Clinical Quality Symposium: In October, Bi-State hosted our 4th Clinical Quality Symposium, "Comprehensive Care: Nourishing Minds, Bodies, and Communities." Bi-State's Kristen Bigelow-Talbert joined Northern Counties Health Care's Kari White in a keynote address on the long-term health consequences of childhood hunger and how primary care can break this devastating cycle. Other key topics included food as medicine, poverty's impact on brain health, care coordination in hypertension, and more.

- Primary Care Conference: Empowering a Resilient Primary Care Workforce
- Preparing Healthy Meals with Limited Space, Money & Time: Cooking Class Train the Trainer Series
- Workforce Bag Lunch Webinars • VRHA Webinar Series • Board Trainings
- Mergers Acquisitions & Strategic Partnerships

With Appreciation to our Funders and Sponsors...

Funders

Advocates for Community Health
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Colorado Community Managed Care
Community Health Access Network
Florida Association of Community Health Centers
Harvard University
JSI
Mary Hitchcock Hospital on behalf of Dartmouth Hitchcock Clinic
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Missouri Primary Health Care Association

NH Charitable Foundation
National Association of Community Health Centers:
Delta Center Foundation
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Northeast Delta Dental
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Health Resources and Services Administration
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WellSense Health Plan

Bi-State Primary Care Association

525 Clinton Street • Bow, New Hampshire 03304

61 Elm Street • Montpelier, Vermont 05602

www.bistatepca.org

www.bistaterecruitmentcenter.org

