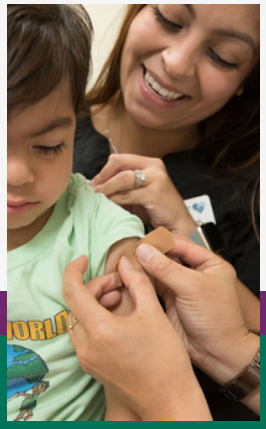
40th Anniversary Edition

BI-STATE PRIMARY CARE ASSOCIATION
1986 40th Anniversary 2026
Celebrating 40 Years
SERVING VERMONT & NEW HAMPSHIRE
Improving Access to Primary Health Care Since 1986







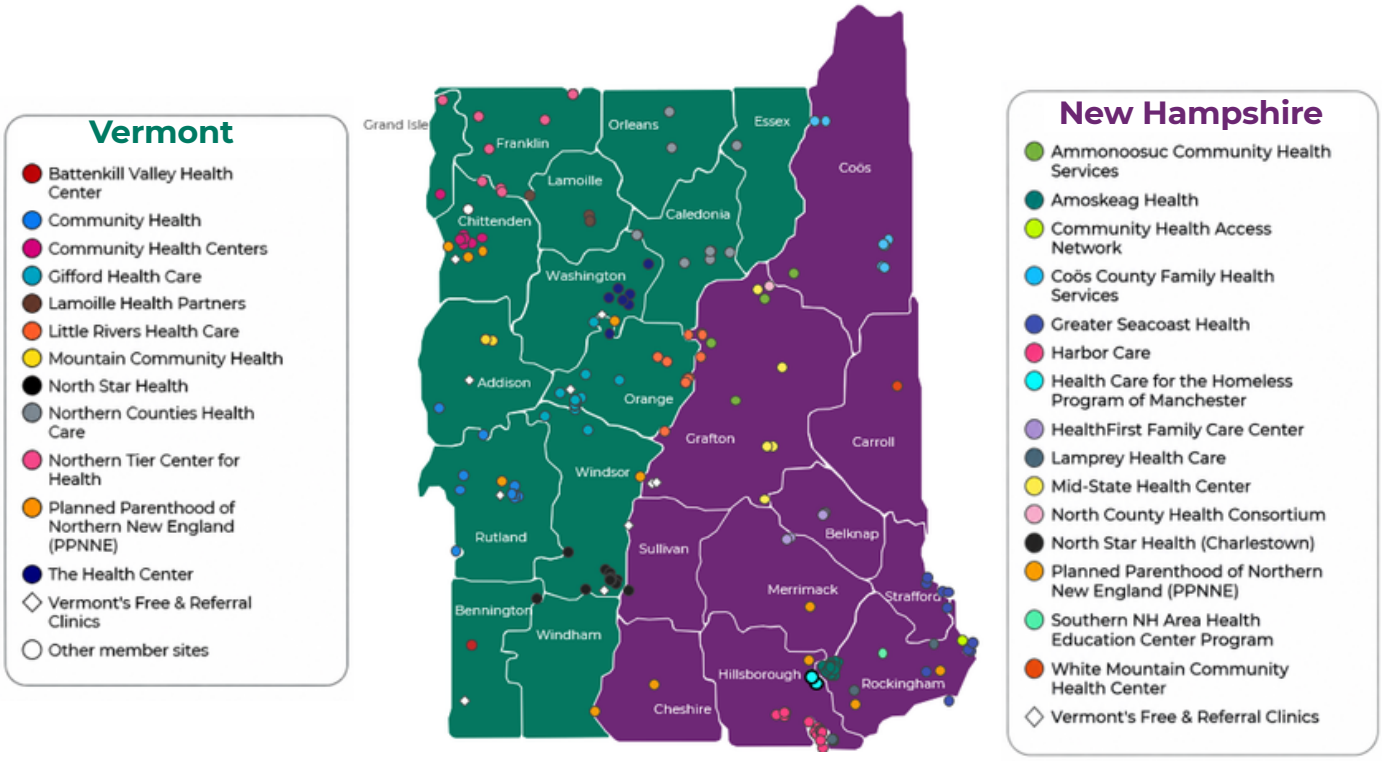



2026
ANNUAL REPORT

Four Decades Strengthening Primary Care Across Vermont and New Hampshire

Photo credits: Amoskeag Health, Harvard School of Dental Medicine, HealthFirst Family Care Center, Lamprey Health Care, NH Medicaid Matters, Northern Counties Health Care, and Vermont Academy of Nutrition and Dietetics

BI-STATE PCA'S REACH ACROSS OUR TWO STATES



Bi-State Primary Care Association's health center member organizations serve over 340,000 patients a year across Vermont and New Hampshire!

FY26 BOARD OF DIRECTORS

Officers

Chair:
Ken Gordon, CEO, Coös County Family Health Services, NH
Vice Chair:
Michael Costa, CEO, Gifford Health Care, VT
Secretary:
Kayla Davis, CEO, Battenkill Valley Health Center, VT
Treasurer:
Robert MacLeod, CEO, Mid-State Health Center, NH
Immediate Past Chair:
Greg White, Co-CEO, Lamprey Health Care, NH



Pictured (L-R): Ken Gordon, Michael Gardner, Robert MacLeod, Tess Stack Kuenning, Greg White, Kris McCracken, and Andy Barter

Directors

Andy Barter, CEO, Little Rivers Health Care, VT
Michael Gardner, CEO, Community Health, VT
Kris McCraken, President & CEO, Amoskeag Health, NH
Henry Och, President & CEO, Harbor Care, NH
Lauren Pearson, Executive Director, North Country Health Consortium, NH
Christopher Towne, CEO, Northern Counties Health Care, VT





Bi-State and NH/VT CHC leaders with HRSA leadership in Washington, D.C.

LETTER FROM OUR PRESIDENT & BOARD CHAIR

Dear Friends,

We are pleased to share Bi-State Primary Care Association's 2026 Annual Impact Report. This year marks Bi-State's 40th Anniversary. Since 1986, we have worked to advance Community Health Centers across Vermont and New Hampshire through advocacy and public policy, workforce development, training, and technical assistance.

Today, our members serve more than 344,600 patients at 175 locations throughout the region, providing medical, behavioral health, oral health, and other essential services in every county of both states. The reach of the Community Health Centers' services across Vermont and New Hampshire is a testament to strong community engagement designed to meet the growing community need.

This report highlights key accomplishments from the past year, including investments in the health care workforce, enhancements to health center capacity, and expanded services meeting community need.

While much has changed over the past four decades, our mission is steadfast and is our true north star guiding the work: Ensuring Community Health Centers have the resources needed to deliver high-quality, affordable, integrated care close to home.

Thank you for your partnership and commitment to healthier communities.

Sincerely,

Tess Stack Kuenning

Tess Stack Kuenning
President and CEO

Michael Costa

Michael Costa
Chair, Board of Directors

346,600 Patients served

175 Care delivery sites





Mission

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

Vision

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

Values

- Learning
- Integrity
- Responsiveness
- Respect

ADVANCING ACCESS, NATIONALLY AND IN OUR TWO STATES

National Government Relations

Access to affordable, comprehensive health care depends on strong federal policy. In FY2026, Bi-State helped ensure New Hampshire and Vermont Community Health Centers had a voice, and a trusted source of guidance, during a rapidly changing federal landscape.

Medicaid was a central focus. Bi-State tracked major federal changes, including new work requirements and eligibility provisions, translated complex rules into practical resources, and brought national experts directly to members to help health centers prepare for implementation.

Bi-State also worked to protect the 340B Drug Pricing Program as health centers faced new manufacturer restrictions, changing drug-pricing policies, and a federal rebate model.

We kept members informed, provided targeted education, and monitored bipartisan 340B legislation addressing contract pharmacies, rebates, data requirements, and PBM practices.

Beyond Medicaid and 340B, Bi-State monitored congressional funding, Medicare and telehealth policy, workforce issues, HRSA requirements, federal grants, and other regulatory changes affecting health centers.

Through timely updates, policy engagement, and technical assistance, Bi-State turned complex federal changes into actionable guidance for Community Health Centers. We are grateful to HRSA for its continued investment in health centers and access to care.

Throughout the year, Bi-State and community health center leaders engaged with Vermont and New Hampshire's congressional delegation to advocate for policies that strengthen access to care and support the health center mission. These conversations helped ensure that federal policymakers hear directly from the providers and communities they serve.















Pictured with Bi-State and Community Health Center Leaders::

1.) Representative Chris Pappas (NH-1)
2.) Senator Bernie Sanders (VT)
3.) Senator Maggie Hassan (NH)
4.) Representative Becca Balint (VT)
5.) Senator Peter Welch (VT)
6.) Representative Maggie Goodlander (NH-2)
7.) Senator Jeanne Shaheen (NH)

VERMONT PUBLIC POLICY

2026 Policy Highlights

During the 2026 Vermont legislative session, Bi-State played a key role in achieving several funding and policy goals supporting access to primary care. These included:

- Appropriating $3.7 M one-time increase to primary care rates, including FQHCs and RHCs.
- Retaining funding for AHEC Loan Repayment Program and Physician Placement program.
- Increasing base funding for Vermont Free and Referral Clinics.
- Establishing protections from manufacturers' restrictions for 340B in-house pharmacies.
- Prohibiting corporate practice of medicine.
- Preventing duplicate and burdensome reporting on private equity investment for FQHCs.
- Including an exemption from data privacy requirements for HIPAA-covered entities and those health care organizations that comply with HIPAA, even if not required to (e.g., free clinics).
- Establishing an updated Medicaid Change in Scope Policy for FQHC PPS rates.



Bi-State Members with Speaker Krowinski during State's Vermont Legislative Day.



Bi-State Members with Governor Scott during Governor's Coffee Hour.

NEW HAMPSHIRE PUBLIC POLICY

Throughout 2026, Bi-State helped shape policy conversations that affect access to care across New Hampshire. As a leading partner in NH Medicaid Matters, Bi-State worked with coalition partners and NH DHHS to provide trusted resources, educational webinars, and community conversations that connected policymakers, providers, and patients during a period of significant Medicaid change. The coalition elevated Community Health Center and patient voices, launched new education initiatives, and strengthened statewide engagement around health policy issues.



Community Health Centers and partners discuss community policy issues.

Bi-State also played a key role in preparing Community Health Centers for emerging Rural Health Transformation opportunities, connecting members with state leaders and timely guidance on investments supporting workforce development, technology, infrastructure, care transformation, and long-term sustainability.

SUPPORTING THE HEALTH CARE WORKFORCE

Every community needs access to skilled health care professionals. Bi-State's Recruitment Center helps health care organizations across New Hampshire and Vermont find the primary care, oral health, mental health, and substance use disorder providers their communities need. In FY26, we strengthened our recruitment approach by listening to employers and using their feedback to make the process more efficient, responsive, and collaborative. These improvements helped us connect organizations with qualified professionals who meet their clinical needs and are a strong fit for their communities and workplaces.

The impact extends beyond recruitment. By helping organizations build strong teams, Bi-State supports greater access to care and helps address ongoing workforce challenges. We also supported more than 200 staff from Federally Qualified Health Centers across New Hampshire and Vermont in building their supervision and advanced leadership skills. Together, these efforts are helping strengthen the health care workforce—and create healthier communities across the region.



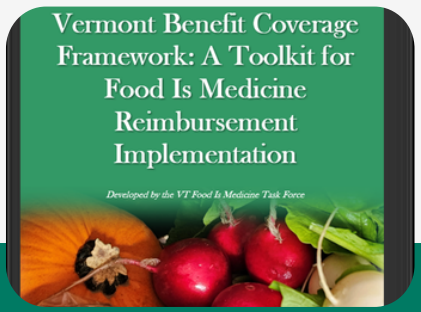
Bi-State's Recruitment Center Team

Bi-State's Recruitment Team understands our communities and organization which allows them to source and screen candidates that match with our area and positions better than candidates from other firms. Their understanding of our geographic area is a huge asset to our recruitment efforts.
– Vermont FQHC Leader

VERMONT FOOD IS MEDICINE

Bi-State is supporting three Vermont health centers in implementing or expanding Food Is Medicine (FIM) programs while advancing nutrition security screening and referral systems. Little Rivers Health Care continues its Food Farmacy program, serving approximately 90 patients. Northern Counties Health Care launched a Teaching Kitchen, completed its first cooking series, and created a dedicated space for hands-on nutrition education. Battenkill Valley Health Center is exploring a Medically Tailored Meal program through local partnerships. All three health centers are integrating the Tufts Nutrition Security Screening into their electronic health records and participating in a research study to assess the feasibility of implementing the tool within clinical workflows.

To support long-term sustainability and advance future reimbursement through Vermont Medicaid, private insurance, and other mechanisms, Bi-State convened the FIM Task Force, which developed a Benefit Coverage Framework featuring return-on-investment analyses, program impact stories, and eligibility and reimbursement recommendations. These efforts are helping establish FIM as a sustainable and reimbursable component of health care delivery.





Field Trip to Little Rivers Health Care's Food Farmacy

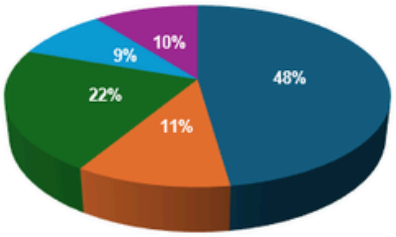
Bi-State Financials | FYE June 30, 2026

Consolidated Statement of Activities
FYE June 30, 2026

Operating revenue	
Grant revenue	4,191,276
Dues income	474,148
Sponsorships and registrations	207,409
Other revenue	242,059
Interest income	98,386
Total operating revenue	5,213,278
Expenses	
Salaries and wages	2,763,286
Employee benefits	661,763
Subrecipient grant pass-through	338,368
Subcontractors for program services	562,162
Professional services	72,121
Occupancy	99,552
Other	513,338
Depreciation	42,905
Total operating expenses	5,053,494
Change in net assets	159,784
Net assets without donor restrictions, beginning of year	4,284,465
Net assets without donor restrictions, end of year	4,444,249

Consolidated Balance Sheet
FYE June 30, 2026

Assets	
Cash and cash equivalents	1,850,947
Investments	2,037,359
Grants and other receivables	759,623
Prepaid expenses	117,796
Total Current Assets	4,765,725
Deferred compensation investments	312,431
Operating lease right of use asset	-
Property and equipment, net	367,351
Total Assets	5,445,507
Liabilities and Net Assets	
Current liabilities	
Accounts payable and accrued expenses	279,623
Accrued salaries and related expenese	333,513
Deferred revenue	75,511
Current portion of operating lease liability	-
Total current liabilities	688,647
Deferred compensation payable	312,431
Operating lease liability, less current portion	-
Total Liabilities	1,001,078
Net Assets, Without Donor Restrictions	4,444,429
Total Liabilities and Net Assets	5,445,507





Bi-State Training and Technical Assistance



Maternal Health Convening

In October 2025, Bi-State hosted our 5th Clinical Quality Symposium, "Building and Expanding Collaborative Systems for Maternal Health." Dr. Katy Bakes Kozhimannil provided a keynote address on dwindling maternity care access in VT and NH. Other sessions included models of collaboration between primary and maternity care organizations; reducing maternal mortality for pregnant women with substance use disorder; encouraging collaboration between State and local efforts; and more.



VRHA Webinar Series

The Vermont Rural Health Alliance (VRHA), a health center-controlled network housed at Bi-State, supports Vermont's community health centers through data analytics, quality improvement, training, and technical assistance to improve patient care and health outcomes. In FY26, VRHA hosted a nine-part webinar series on topics including: nutrition security, workforce development, colorectal cancer screening, artificial intelligence, maternity care, intimate partner violence, and Food Is Medicine initiatives.

Other Training and Technical Assistance Highlights

Primary Care Conference · Billing and Coding Trainings · Clinical Pharmacy Lunch & Learn · Preparing the 2025 UDS Report · Supervision Training Series · Workforce Bag Lunch Webinars (guidance on clinician recruitment, workforce retention, AI in hiring, apprenticeship pathways, employee engagement, and evolving J-1 waiver and H-1B visa policies)

With Appreciation to our Funders and Sponsors...

Funders

- Department of Health and Human Services, Health Resources and Services Administration
- Community Health Access Network
- State of New Hampshire, Department of Health & Human Services - Division of Public Health Services
- State of New Hampshire, Department of Health & Human Services - Division of Public Health Services - Bureau of Healthcare Access, Equity & Policy, Rural Health & Primary Care
- State of New Hampshire, Department of Health & Human Services - Division for Behavioral Health
- Harvard University
- Medical Care Development, Inc.
- State of Vermont, Department of Health, Division of Health Promotion and Disease Prevention
- Dartmouth Hitchcock Clinic
- Northeast Delta Dental
- New Hampshire Charitable Foundation
- National Association of Community Health Centers
- Advocates for Community Health
- Missouri Health Plus, LLC
- California Primary Care Association
- Florida Association of Community Health Centers
- Vermont Information Technology Leaders

Sponsors

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- Azara Healthcare
- BerryDunn
- Braeburn
- Cloud Sentry
- CommonWealth Purchasing Group
- Community Health Clinical Research Corporation (CHCRC)
- Dartmouth Hitchcock
- Exact Sciences Corporation
- Forvis Mazars
- Granite Group Benefits
- GSK
- HealthHelper
- HealthNote
- Johnson & Johnson
- Labcorp
- Luro Health
- Main Street Rural Health
- MCD Global Health
- Med Tech Solutions
- Merck
- Mutual of America
- National Multiple Sclerosis Society
- Northeast Delta Dental
- New England Rural Health Association
- New England Telehealth Consortium (NETC)
- New Hampshire Healthy Families
- New Hampshire Insurance Department
- New Hampshire Nurse Practitioner Association
- Nixon Peabody
- Northern New England CO-OP Practice and Community Based Research Network
- Opalite Health Inc.
- Orchard Medical Management
- Patriot Health Partners
- Patriot Pay
- Pfizer
- PIN Online
- Quest Diagnostics
- Sanofi
- Upstream USA
- Vermont Department of Health
- Vermont Information Technology Leaders (VITL)
- Vytalize Health
- Vytlone
- We R H.O.P.E. Inc.
- WellSense Health Plan

Bi-State Primary Care Association
525 Clinton Street · Bow, New Hampshire 03304
61 Elm Street · Montpelier, Vermont 05602

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