

BI-STATE PRIMARY CARE ASSOCIATION



SERVING VERMONT & NEW HAMPSHIRE
Improving Access to Primary Health Care for 30 Years

30th Anniversary

Impact Report

1986-2016



Our Vision

Healthy Individuals and Communities
with Quality Health Care For All

Our Mission

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

Bi-State Primary Care Association

www.bistatepca.org

61 Elm Street, Montpelier, Vermont 05602

525 Clinton Street, Bow, New Hampshire 03304

Vermont Membership

Battenkill Valley Health Center

Arlington

Community Health Centers of Burlington

Burlington, So. Burlington, So. Hero

Community Health Centers of the Rutland Region

Bomoseen, Brandon, Rutland, Shoreham, West Pawlet

Community Health Services of Lamoille Valley

Morrisville, Stowe

Gifford Health Care

Barre, Bethel, Berlin, Chelsea, Randolph, Rochester, White River Junction

Indian Stream Health Center

Canaan (and Colebrook, NH)

Little Rivers Health Care

Bradford, East Corinth, Wells River

Mountain Health Center

Bristol

North Country Hospital

Barton, Newport, Orleans

Northern Counties Health Care

Concord, Danville, Hardwick, Island Pond, St. Johnsbury

Northern Tier Center for Health

Albany, Enosburg Falls, Richford, St. Albans, Swanton

Planned Parenthood of Northern New England

Barre, Bennington, Brattleboro, Burlington, Hyde Park, Middlebury, Newport, Rutland, St. Albans, St. Johnsbury, White River Junction, Williston

Springfield Medical Care Systems

Bellows Falls, Chester, Ludlow, Springfield (and Charlestown, NH)

The Health Center

Plainfield

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

Burlington

Vermont Coalition of Clinics for the Uninsured

Barre, Bennington, Burlington, Middlebury, Putney, Randolph, Rutland, Springfield, White River Junction, Windsor

New Hampshire Membership

Ammonoosuc Community Health Services

Franconia, Littleton, Warren, Whitefield, Woodsville

Charlestown Family Medicine

Charlestown (Springfield Medical Care Systems, VT)

Community Action Program/Belknap-Merrimack Counties

Concord

Community Health Access Network (CHAN)

Newmarket

Coos County Family Health Services

Berlin, Gorham

Families First Health and Support Center

Portsmouth

Goodwin Community Health

Somersworth

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

Nashua

Health Care for the Homeless Program

Manchester

HealthFirst Family Care Center

Franklin, Laconia

Indian Stream Health Center

Colebrook (and Canaan, VT)

Lamprey Health Care

Nashua, Newmarket, Raymond

Manchester Community Health Center

Manchester

Mascoma Community Health Center

Canaan

Mid-State Health Center

Bristol, Plymouth

NH Area Health Education Center Program

Lebanon

North Country Health Consortium

Littleton

Planned Parenthood of Northern New England

Claremont, Derry, Exeter, Keene, Manchester

Weeks Medical Center

Groveton, Lancaster, North Stratford, Whitefield

White Mountain Community Health Center

Conway

Promoting Patient-Centered Preventive and Primary Care for All



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

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

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



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

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

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

30-Years of Bipartisan Support for Health Centers

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

The Honorable U.S. Senators

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

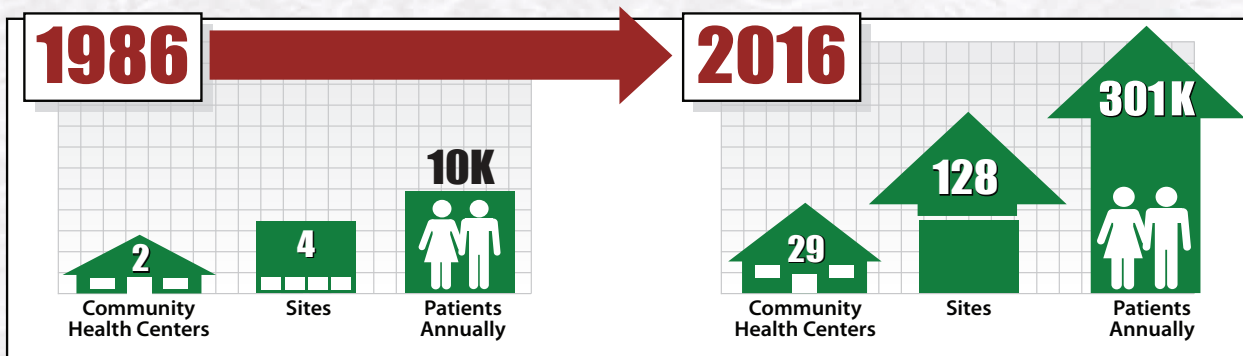


Capitol Hill

The Honorable U.S. Representatives

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

Expanding Access to Preventive and Primary Care



Source: 2015 UDS Report

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

Oral Health Care Access Increased by 300% in Four Years

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

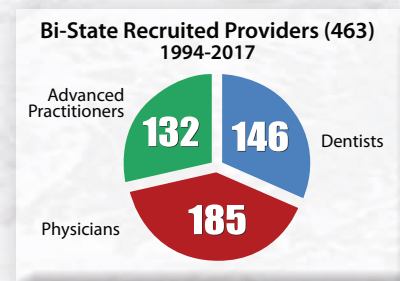
Bi-State supported a new dental school initiative at the University of New England in Portland, Maine, to build a workforce pipeline for Health Centers. By establishing internship programs for students, the Health Centers are training the next generation of dentists. The UNE College of Dental Medicine's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



Goodwin Community Health Dental Clinic

Recruitment Center Addresses Workforce Shortage

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



175 Emerging Leaders Participated in Leadership Development



Leadership Development Program, Class of 2017

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

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

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

Promoting High Quality Care

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

Providing Integrated, Whole Person Care



Families First Health and Support Center

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

Achieving Better Health Outcomes

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

HEDIS High Goal Achieved

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

Source: HRSA Health Center Clinical Data

Farmworker Health Initiative Increases Access

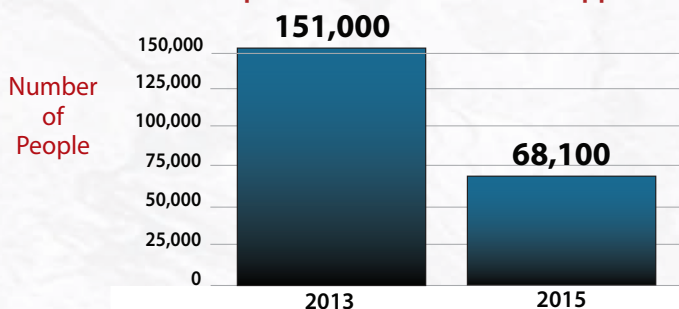
In Vermont, Bi-State and its partners, the University of Vermont Migrant Education Program and Middlebury's free Open Door Clinic, developed *Puentes a la Salud* (Bridges of Health), a statewide farmworker health initiative to provide outreach and health care management services to vulnerable migrant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

Opening the Door to Health Care

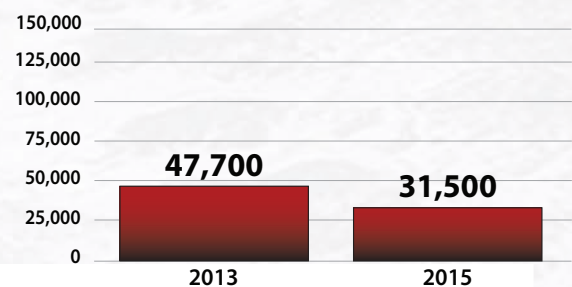
The expansion of New Hampshire's Medicaid program enabled 50,000 residents to access crucial health care coverage. Prior to the expansion in 2014, Medicaid enrollment was limited to disabled or pregnant individuals. Now, adults earning under \$17,000 have access to primary and preventive health care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

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

New Hampshire's Uninsured Rate Dropped 54%



Vermont's Uninsured Rate Dropped 34%



Source: Kaiser Family Foundation, Medicaid State Health Fact Sheets, January 2017

Reducing Cost of Care

\$2 Million Reinvested in Vermont Communities



Northern Tier Center for Health

The collaboration and hard work of Vermont's Community Health Centers and their community partners, working together under the mantle of Community Health Accountable Care LLC, saved Vermont's Medicaid program \$2.4 million in 2015. Additionally, CHAC reinvested \$2 million of its 2014 earnings to support projects designed to reduce hospitalization and improve transitions in care for their patients.

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

Economic Impact of Community Health Centers

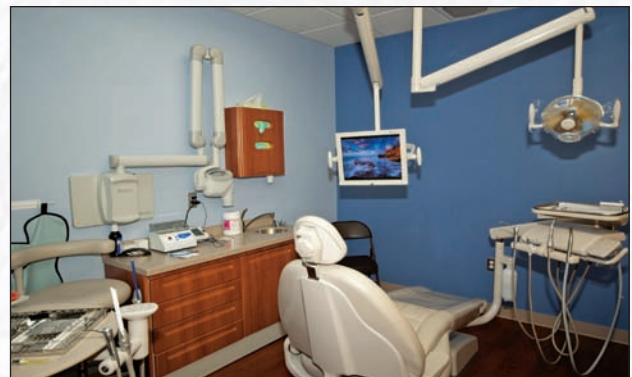


Community Health Centers create revenue for local businesses, provide jobs in the community and serve as Health Care Safety Net Providers in New Hampshire and Vermont.

Source: 2016 Capital Link, Inc.

Cost-Effective Group Purchasing Program Saves \$5 Million

Bi-State Primary Care Association members saved **\$5 million** on the cost of equipment, supplies and professional services through the group purchasing program in 2016.



Community Health Services of Lamoille Valley Dental Clinic

Source: Commonwealth Group Purchasing Report

Study Shows Total Cost of Care 24% Less at Health Centers

A 2016 study¹ of Medicaid claims in 13 states, including Vermont, confirms total cost of care for patients of Federally Qualified Health Centers was **24% lower** than non-FQHC patients.

The study also showed Health Center patients had:

- 22%** fewer specialty care visits
- 33%** lower spending on specialty care
- 25%** fewer inpatient admissions
- 27%** lower spending on inpatient care
- 24%** lower total spending

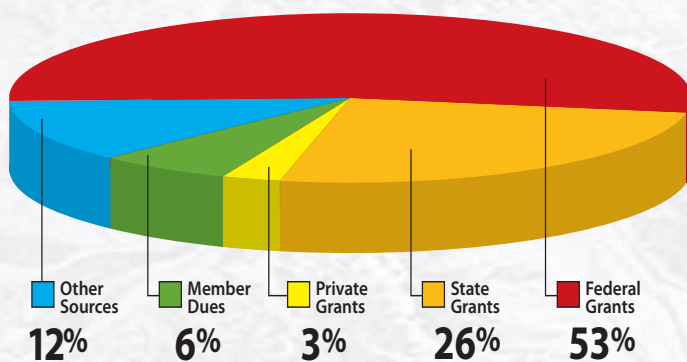


Well-baby visit at Mountain Health Center

¹ Nocon, R, Lee, S., Sharma, R., Ngo-Metzger, Q., Mukamel, D., Gao, Y., White, L., Shi, L., Chin, M., Laiteerapong, N., Huang, E. (2016) Health Care Use and Spending for Medicaid Enrollees in Federally Qualified Health Centers versus Other Primary Care Settings. American Journal of Public Health: 106 (11)

Financial Report

Bi-State Financials, FYE June 30, 2016



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

Consolidated Statement of Activities FYE June 30, 2016

Revenue	
Grant Revenue	3,862,147
Member Dues	292,548
Other Revenue	562,151
Total Revenue	4,716,846
Expenses	
Salaries and Related Expense	2,564,246
Other Operating Expense	1,712,280
Interest	5,368
Depreciation	25,515
Total Expenses	4,307,409
Operating Income	409,437
Other Revenue and gains/losses	133,989
Increase/Decrease in Net Assets	539,406
Beginning Net Assets	1,494,054
Ending Net Assets	2,033,460

Consolidated Statement of Financial Position FYE June 30, 2016

Assets	
Cash and Equivalents	1,466,850
Prepaid Expenses	40,645
Accounts Receivable	430,961
Total Current Assets	1,938,456
Investments	102,140
Investments in LLCs	128,915
Fixed Assets (net)	379,822
Total Assets	2,549,333
Liabilities and Net Assets	
Accounts Payable and Accrued Expenses	135,370
Accrued Salaries and Related Expenses	264,641
Deferred Revenue	115,862
Total Current Liabilities	515,873
Long Term Debt	—
Unrestricted Net Assets	2,033,460
Total Liabilities and Net Assets	2,549,333

The Bi-State Team



Kristen Bigelow-Talbert, MSHM - Quality Improvement Facilitator
 Katie Bocchino - Project Coordinator
 Colleen Dowling - NH Public Policy Administrative Assistant
 Ann Forrest - Accounting Clerk
 Mandi Gingras - Recruitment and Retention Coordinator
 Claire Hodgman - Data and Marketing Coordinator
 Tess Stack Kuenning, CNS, MS, RN - President and Chief Executive Officer
 Patricia Launer, RN, CPHQ - Community Health Quality Manager

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

With Appreciation to our Supporters

Funders

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

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Vermont Department of Health, Office of Rural Health and Primary Care
Vermont Information Technology Leaders, Inc.
Vermont State Dental Society
Well Care Health Plan
Well Sense*

Cover Photos

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