



ANNUAL REPORT



2025

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Little Rivers is celebrating 20 years of operation as a Federally Qualified Health Center (FQHC). Our dedicated and thoughtful team has built strong relationships to meet community needs and fulfill our mission. While operating an FQHC is rewarding, it comes with challenges such as navigating complex and evolving funding, rising expenses, and stringent compliance requirements.

MISSION STATEMENT

Our mission is to provide respectful, comprehensive primary care for all residents in our region regardless of their ability to pay for it. We offer quality healthcare services to everyone. In the spirit of community, we reach out to and welcome those who need health services but 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 functioning of the people in our service area.

LETTER FROM LEADERSHIP

Dear Friends, Patients, Partners, and Supporters,

As we reflect on 2025 and look toward the future, we are filled with gratitude for the patients, staff, volunteers, donors, and community partners who make Little Rivers Health Care possible. This year is especially meaningful as we celebrate 20 years as a Federally Qualified Health Center. Since 2006, Little Rivers has grown from a small community health center into a regional healthcare organization serving thousands of individuals and families through five clinics and every school in our region. Through that growth, our mission has remained the same: to provide respectful, comprehensive care for all, regardless of ability to pay.

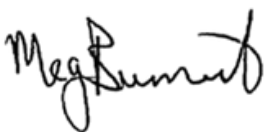
The accomplishments highlighted in this report reflect a year of progress and investment in our communities. We strengthened quality outcomes, expanded access to behavioral health services, advanced our Food Pharmacy program, and continued supporting patients through programs that address the social and environmental factors that influence health.

We also made significant progress on the future of healthcare in our region. In 2025, construction was completed on the Wells River Health Access Center, and substantial progress continued on the Whitney Rowe Clinic expansion. As this report goes to print in 2026, fit-up work continues at the Health Access Center, which is expected to open in fall 2026 with general dentistry and pharmacy services. We also launched Healthy Weight Solutions in early 2026, expanding access to evidence-based medical weight management and lifestyle medicine.

Despite ongoing challenges facing healthcare, including workforce shortages, rising costs, and changing regulations, Little Rivers remains financially stable, mission-focused, and committed to quality, innovation, and access.

None of this work would be possible without the trust of our patients, the dedication of our staff, the leadership of our Board, and the generosity of our donors and supporters. Thank you for helping us build a healthier future for our region.

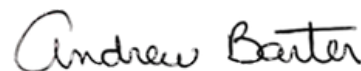
**Meg Burmeister Chair,
Board of Directors**



**Simone Lessac-Chenen,
MD, MPH, DipABLM
Chief Medical Officer**



**Andrew Barter,
MS, FACHE, CHFP
Chief Executive Officer**



BOARD OF DIRECTORS

Little Rivers Health Care is designated as a Federally Qualified Health Center (FQHC). FQHCs are required to have a community board of directors that represents the community and governs the affairs of the organization. At least 51% of the board members must be patients of the health center. Little Rivers has been extremely fortunate to have always had active, engaged board members who generously volunteer their time and expertise. Without them, Little Rivers would not be here.

MARGARET BURMEISTER, Topsham (2009) is retired from her role as the executive director of Northeast Kingdom Council on Aging. She previously was the director of case management for the Central Vermont Council on Aging. Meg is the Chairperson of the LRHC board.

WILLIAM CAMPBELL, Littleton, NH (2014) is a mental health clinician at Center for New Beginnings and iHope Network, as well as a psychology professor at River Valley Community College in New Hampshire. His past experience includes four years as project manager of a Federally Qualified Health Center in New York State. Bill is the vice-chairperson of the LRHC board.

ELIZABETH DAVIS, E. Corinth (2023) is a recent retiree of the World Bank. She has expertise in data and information governance, financial analytics, and information quality, as well as leadership development. She is Board Treasurer for The Ashland Institute in Oregon and has been appointed to the Budget Committee of the Town of Corinth for the last two years. Liz currently serves on the Little Rivers' Finance Committee.

SUSAN GORDON, Groton (2024) Susan and her husband have been well cared for patients of LRHC in Wells River for over 34 years. She was the former Executive Director of the Vermont Alzheimer's Association for 13 yrs. She has served on a number of boards in a leadership position and is eager to bring her experience to LRHC. She is committed to the Mission and honored to represent LRHC in her local community.

KELSEY ROOT-WINCHESTER, Wells River (2020) - is a health coach and yoga teacher. She owns Rising Spirit Yoga and co-owns the Wells River Wellness Hall. She also sits on the Blue Mountain Union School Board and is the coalition coordinator for 302 Cares substance misuse prevention coalition.

DEBI RUGGLES, E. Corinth (2024) - moved to East Corinth from North Idaho in 2022. Previously worked as a legal assistant for eleven years, then as a civil/criminal deputy clerk in the District Court of Shoshone County for nineteen years. Was a founding member of the Shoshone County Support Corp., a non-profit organization which provided county cancer patients with vouchers for gas and prescriptions, as well as assisting with other resources available to cancer patients.

JILL SKOCHDOPOLE, Ryegate (2021) is a small animal veterinarian who founded Ryegate Small Animal Hospital in 1993. She is married to a farmer in the dairy industry and is the mother of 2 grown kids. She and her husband enjoy producing most of their own food - from their gardens and the animals they raise. Free time is mainly spent outdoors, though reading and cooking are her favorite indoor activities.

AHN LEE, Corinth, VT (2026) is the Executive Director of the Effective Peacebuilding Initiative, a non-profit that seeks to improve the peace and security field through better generation and use of evidence. She and her husband run MacIsaac Highland Farm in Corinth, where they raise Highland cattle along with an ever-evolving cornucopia of other barnyard friends.

MARRISA CALDWELL ILSLEY, Newbury, VT (2026) is the Senior Director of the Enterprise Project Management Office at MaineHealth. She has extensive operations and strategic planning experience and previously served on the Burlington school board and city council. She is a volunteer EMT with Newbury EMS.

PRIMARY CARE PROVIDERS



**Maureen
Boardman, DNP**



**Madison Culver
FNP**



**Stephen
Genereaux, MD**



**Mary Griffin
MD**



**Fay Homan
MD**



**Kate Goyette
FNP**



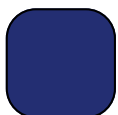
**Barbara Lazar
MD**



**Joel Lazar
MD, MPH**



**Simone Lessac-
Chenen, MD, MPH,
DipABLM**



**Sean
McNamara, MD**



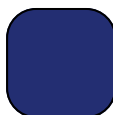
**Rachel Morse
FNP**



**Jenny Meyer
DNP**



**Ally Noble
FNP, PMHNP**



**Sarah Stevens,
PA**

SERVICES

- **Family Medicine with Pediatrics**—Care for people of all ages.
- **Obstetrics** —Family planning/maternity care before, during, and after birth.
- **Wellness Support and Disease Prevention**—Dietetics and Food Access.
- **Continuum of Care**— Hospitalizations and nursing home visits.
- **Patient Enabling Services** — Healthcare navigation.
- **Home visits**—Care for homebound individuals.
- **Medications for Opioid Use Disorder**
- **Behavioral Health and Psychiatry**
- **Agricultural Worker Outreach**
- **Oral Health** - Preventative and limited restorative dentistry.

BEHAVIORAL HEALTH CLINICIANS



Lila Bradly
LCMHC



Mia Brown
CMHC



Betsy Mattox
CMHC



Sarah Metz
LICSW



Shanna Meyer
LCMHC



Rebecca Partington, LICSW



Heidi Piette
CMHC



Monica Pineda Etter, CMHC



Amanda Regis
LICSW, LADC



Mark Rizzacasa
LICSW



Jazmin Smith
LICSW



Sarah Storjohann
MA, LCMHC



Kim Therrien
LICSW



Tracy Thompson
LICSW, LADC



Stacy Wayland
LICSW



Tiffany White
LICSW, LADC



Carey Brodzinski
PMHNP, FNP-C
MSN, APRN



Grace Kozik
PMHNP, MSN, APRN

GROUP THERAPY

Healthy Relationships

This is a psycho-ed style group, providing information and support for understanding what makes a relationship healthy vs. unhealthy; types of unhealthy relationships (codependent, abusive- physically, psychologically, emotionally, etc.) and the cyclical nature they follow; understanding why we stay in unhealthy relationships/why it is difficult to leave; and how to break the cycle of unhealthy relationships—unhealthy relationships with family and also with one's self.

QUALITY IMPROVEMENT HIGHLIGHTS

LRHC employs quality improvement projects to identify opportunities for updating or changing processes and protocols, ensuring better, higher-quality care tailored to each patient's needs. These initiatives aim to reduce medical errors, prevent infections, improve chronic conditions, and enhance the overall satisfaction of both patients and medical staff with LRHC services.

CHRONIC CONDITION MANAGEMENT

Controlling High Blood Pressure ~ 68–70% goal: 75% <i>Patients 18–85 with hypertension with last BP <140/90. East Corinth reached 75% (Q1 & Q3).</i>	Diabetes: HbA1c >9% (Lower = Better) ✓ 12–13% goal: ≤15% <i>Patients 18–75 with diabetes with HbA1c >9%. Below the target ceiling – strong glycemic control.</i>
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QUALITY METRICS

Cervical Cancer Screening ✓ 80% goal: 80% <i>Patients with uterus ages 21–64 with pap smear per guidelines. Goal achieved.</i>	Colorectal Cancer Screening ~ 63% goal: 73% <i>Patients ages 46–75 screened via colonoscopy, FOBT, or Cologuard. Actively improving.</i>
Breast Cancer Screening ~ 74% goal: 80% <i>Patients ages 50–74 with mammogram in prior 27 months. Continued outreach underway.</i>	Childhood Immunizations ~ 33% goal: 40% <i>Children with all recommended vaccines by 2nd birthday. Strong performance at East Corinth (83% Q1).</i>

Closing the Referral Loop ~ 70–73% goal: 75% <i>Referring providers receive reports back from specialists. Sustained near-goal across all sites.</i>	Depression Screening ~ 73% goal: 80% <i>Patients aged 12 and older will be screened for depression and if positive, will have documented follow-up</i>
Image Test Tracking ~ 66–76% goal: 80% <i>Ordered imaging completed. Improving trend across all quarters.</i>	Timeliness of Clinical Call Response ✓ 78–100% goal: 80% <i>Calls responded to within policy standard. Most sites meeting or exceeding goal.</i>

RECOGNITION & AWARDS – 2025



LRHC is a Certified Vermont Worksite Wellness Facility – recognized for fostering employee health and well-being as an integral part of our organizational culture and mission.

SUPPORTIVE SERVICES

Food Farmacy - Food Is Medicine in Rural Vermont

Little Rivers Health Care's Food Farmacy addresses food and nutrition insecurity as a clinical priority. Launched from a grassroots response to unmet patient needs, the program has grown into a four-site network providing weekly produce boxes, CSA shares, and medically tailored food to patients with diet-sensitive conditions – with universal screening at all annual and well-child visits.

100+ Patients Enrolled	1,000 lbs Food / Week	35,000+ lbs Total Distributed	12% Food Insecurity Rate	120 CSA Shares / Year	4 Clinic Sites
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Clinical Outcomes

Among enrollees tracked over 48 months: **Blood Pressure** – systolic BP dropped from 136 to 130 mmHg, diastolic from 88 to 76, with statistically significant reductions sustained over 4 years. **Cholesterol** – consistent reductions observed across the enrolled cohort. **BMI** – average BMI stabilized among active participants during the program's highest enrollment period. HbA1c – among patients with diabetes, **HbA1c** trended from 7.4 down to 6.3, reflecting improved glycemic control.

Healthy at Home

As 2025 concludes, the Healthy at Home program completed 513 home visits over 91 clinic days, averaging 5.6 visits per clinic day, with total annual volume exceeding projected targets of 364 to 455 visits. The active patient panel grew from 29 patients at the start of the year to 52 at year end, with routine turnover related to deaths, skilled nursing facility transfers, and primary care provider changes. The program currently remains at maximum capacity, managing referrals through a waitlist as capacity allows.

513 Home Visits	91 Clinic Days	5.6 Avg. Visits / Day	29 → 52 Active Panel Growth	Full Capacity, Waitlist Active
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Healthy Aging Group

In 2025, the team integrated a Healthy Aging Group of 6 to 7 female patients and met five times between July and December. During the first meeting, one participant shared that this was her first time leaving her home in nearly six years. Following that visit, several participants exchanged phone numbers and developed supportive relationships providing companionship and peer support between visits.

2025 DEVELOPMENT HIGHLIGHTS

LRHC has made significant progress on funding and construction for both the Whitney Rowe Clinic expansion (~\$2.4M) and the Wells River Health Access Center (~\$1.4M). Despite rising costs and delays to ensure environmental safety, both sites are well underway and expected to be fully functional in early 2026, thanks to the generosity of our community and capital campaign supporters.

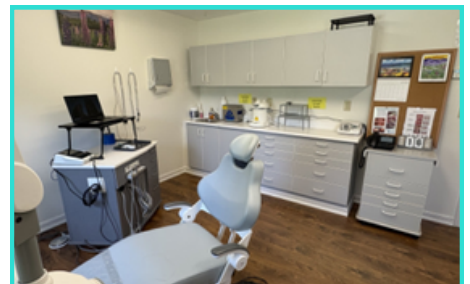
Whitney Rowe Clinic Expansion

- Named in honor of **Dr. Harry and Mary Rowe**; adds 2,500+ sq. ft., nine modern treatment rooms, and a new basement level.
- Main building construction began April 21, 2025 and was completed in 2026.
- Initial bids ran over budget; the scope was revised and the project is now fully funded.
- Roof, mechanical, plumbing, and electrical complete; building upgraded to three-phase power.



Wells River Health Access Center

- Built in the former Jiffy Mart; shared subcontractors with the Whitney Rowe project to help control costs.
- Construction ran ahead of schedule through the summer and was completed in September.
- Received its certificate of occupancy in October 2025; team transitioning into the new space.
- The facility is now prepared to provide pharamcy and restorative dental services. Furniture and fixture installations are soon to be completed.



AUDIT OF FINANCIAL STATEMENT

Balance Sheet

December 31, 2025 and 2024

ASSETS

	2025	2024
ASSETS		
<i>Current assets</i>		
Cash and cash equivalents	\$68,429	\$153,141
Patient accounts receivable	869,479	665,782
Employee Retention Tax Credit receivable	2,106,784	—
Current portion of pledges receivable	41,315	47,870
Prepaid expenses	331,971	64,926
Total current assets	3,417,978	931,719
Assets limited as to use	63,712	80,983
Pledges receivable, less current portion	3,675	33,211
Property and equipment, net	8,236,379	4,611,135
Total assets	\$11,721,744	\$5,657,048
LIABILITIES AND NET ASSETS		
<i>Current liabilities</i>		
Line of credit	\$3,743	\$495,594
Construction line of credit	336,429	—
Accounts payable and accrued expenses	656,502	506,053
Accrued payroll and related expenses	826,860	834,622
Refundable advances	—	75,873
Current portion of long-term debt	78,262	173,797
Total current liabilities	1,901,796	2,085,939
Long-term debt, less current portion	1,302,189	1,377,807
Total liabilities	3,203,985	3,463,746
<i>Net assets</i>		
Without donor restrictions	5,904,389	1,568,558
With donor restrictions	2,613,370	624,744
Total net assets	8,517,759	2,193,302
Total liabilities and net assets	\$11,721,744	\$5,657,048

Figures in U.S. dollars. For inclusion in the Little Rivers Health Care Annual Report.

AUDIT OF FINANCIAL STATEMENT

Statements of Functional Expenses

Years Ended December 31, 2025 and 2024

	2025	2024
Operating revenue		
Net patient service revenue	\$11,260,737	\$9,898,493
Grants and contributions	2,140,783	2,041,948
Employee Retention Tax Credit	2,106,784	—
Provider Stabilization Grant	450,000	—
Other operating revenue	81,925	39,128
Net assets released from restriction for operations	68,079	61,116
Total operating revenue	16,108,308	12,040,685
Operating expenses		
Total operating expenses	13,248,560	12,478,666
Excess (deficiency) of revenue over expenses	2,859,748	(437,981)
Net assets released from restriction for capital acquisition, placed in service	1,476,083	—
Increase (decrease) in net assets without donor restrictions	4,335,831	(437,981)
Net assets with donor restrictions		
Contributions	152,553	163,053
Grants received for capital acquisition, purchased but not in service	3,380,235	69,214
Net assets released from restrictions for operations	(68,079)	(61,116)
Net assets released from restrictions for capital acquisition, placed in service	(1,476,083)	—
Increase in net assets with donor restrictions	1,988,626	171,151
Change in net assets	6,324,457	(266,830)
Net assets, beginning of year	2,193,302	2,460,132
Net assets, end of year	\$8,517,759	\$2,193,302

Figures in U.S. dollars. For inclusion in the Little Rivers Health Care Annual Report.

Opinion

Little Rivers Health Care is proud to report that our 2024 and 2025 financial statements received an unqualified (clean) opinion from independent auditors Berry Dunn McNeil & Parker, LLC, confirming they present fairly, in all material respects, our financial position and results in accordance with U.S. GAAP. This reflects the strength of our financial stewardship and the trust our community places in every dollar we manage.

2025 DONORS

LRHC is able to grow and provide care for all because of YOUR support. In 2025 our generous donors raised \$90,000. LRHC is a not-for-profit organization that relies partially on federal and state grant funding, which covers only a small portion of the cost of providing care for individuals and families.

- Gail Auclair
- Michael Audet
- Sydney Lea & Robin Barone
- Andrew Barter
- Wayne Berry
- Steve Boyce
- Town of Bradford
- Jack & Dorothy Byrne
- Sarah Calley
- Eleanor Cassady
- Rick & Marian Cawley
- Lenice Cicchini & Robert Chapla
- Colby Insurance Group
- Rebecca Cole
- Francis & Rosemary Collins
- Community Bank Foundation
- Copeland Furniture
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- Susan & Kevin Rowe Dalton
- Ronald Eaton
- Town of Fairlee

- Carole Freeman
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- Lake Morey Resort
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- James Masland
- Northeast Delta Dental
- Northmac, Inc.
- Paul Perry
- Claude Phipps & Connie Philleo
- Jane Rowe
- John Rowe
- Royal Electric
- Town of Ryegate
- Peter Sinclair
- Pamela Smith
- St. Martins Episcopal Church
- Altoon Sultan
- Boots Wardinski
- Laura Waterman
- Betsy Rowe Waters
- Wells Rivers Savings Bank
- Edward Wendell
- Woodsville Guaranty Savings Bank
- The Whitney Rowe Fund
- Chloe Yepez

To donate or for more information, please contact us:

Little Rivers Health Care, Inc.

P.O. Box 8, Newbury, Vermont 05051

Ashleen Buchanan, Manager of Public Relations and Grants.

802-222-3003 | abuchanan@littlerivers.org | www.littlerivers.org

Outright Gifts • Financial Benefit Gifts • Estate Gifts

www.LittleRivers.org/capital-campaign

DONATE



ADMINISTRATION

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802-439-5321

4628 Main Street

Newbury, VT 05051
802-222-4637

WELLS RIVER

65 Main Street North
802-757-2325

NEWBURY

4628 Main Street
802-866-3000