

Penobscot Community Health Care



2023 Annual Report



www.pchc.com



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*“To know even
one life has
breathed easier
because you have
lived; that is to
have succeeded.”*

*Ralph Waldo
Emerson*



Letter from Board Chair

Primary Care: A Smart Investment for Maine



Twelve years ago, I joined the Board of Directors at PCHC to be part of something bigger than me. Since that time, I've learned that PCHC is so much more than a healthcare provider. We are educators, training the next generation of providers and clinical teams. We are advocates, standing up for patient-centered policies and initiatives. We are expert-level clinical partners, providing health coaching and chronic disease management for our patients. We are drivers of economic growth, employing more than 850 people and serving nearly 60,000 Mainers each year.

Federally qualified health centers (FQHCs) like PCHC, were born of the social justice movement of the 1960's. The vision to serve every person with the highest quality of care, in every community has since expanded to include serving more than 30 million people nationwide. In Maine, FQHCs provided more than 3,500 jobs and contributed more than \$575 million to the economy in 2021.

In addition to supporting those on the economic margins, PCHC contributes significantly to the local economy. Including providing over \$5 million in care through sliding fee and prescription drug assistance programs. Our commitment to exceptional care is evidenced by earning several prestigious quality awards and being highlighted as a model Patient-Centered Medical Home by the National Council for Quality Assurance. I could go on and on about our successes, but the most remarkable and impactful aspect of PCHC lies in the stories of our patients.

“We can heal our system by investing in one person after another.”

Patients like "Cindy," a married woman in her fifties battling multiple chronic illnesses. Previously facing 2-3 hospitalizations each month, Cindy was recognized by our Care Management team as a patient with a high number of hospital visits. Care Management connected with Cindy and her primary care provider to develop a plan. The initial goal was to effectively manage her conditions without unnecessary hospital visits, but Cindy told her primary care provider that she didn't share this goal. The hospital had become a place of respite from her difficult marriage and ongoing trauma at home.

Collaborating with her primary care provider and a therapist with experience in trauma care, our team addressed Cindy's psychological and social needs. Cindy learned new skills to manage her health conditions and social challenges. This holistic team-based approach, combined with her provider relationship, resulted in a significant decrease in hospital visits. Imagine for a moment if the thousands of patients receiving acute hospital and emergency care had stronger relationships with an integrated primary care team. Think of what we could do as a healthcare system. At PCHC our care teams work every day to make this a broader reality across healthcare.

In the healthcare industry it can be common to feel like one of thousands. Getting lost in the system. Delivering excellent care is about caring for people. Controlling the high cost of care is about caring for people. Engaging and inspiring patients to take steps to improve their health is about caring for people.

Primary care and strong relationships are our magic wand. We can heal our system by investing in one person after another.

Letter from President & CEO

PCHC- A Learning Health System



For PCHC, success means every community we support—big, small, and in between – has access to quality, cost-effective healthcare, where people are empowered to advocate for their personal goals and needs and are supported by community-based resources, and where health encompasses physical and emotional wellness, personal dignity and a sense of belonging.

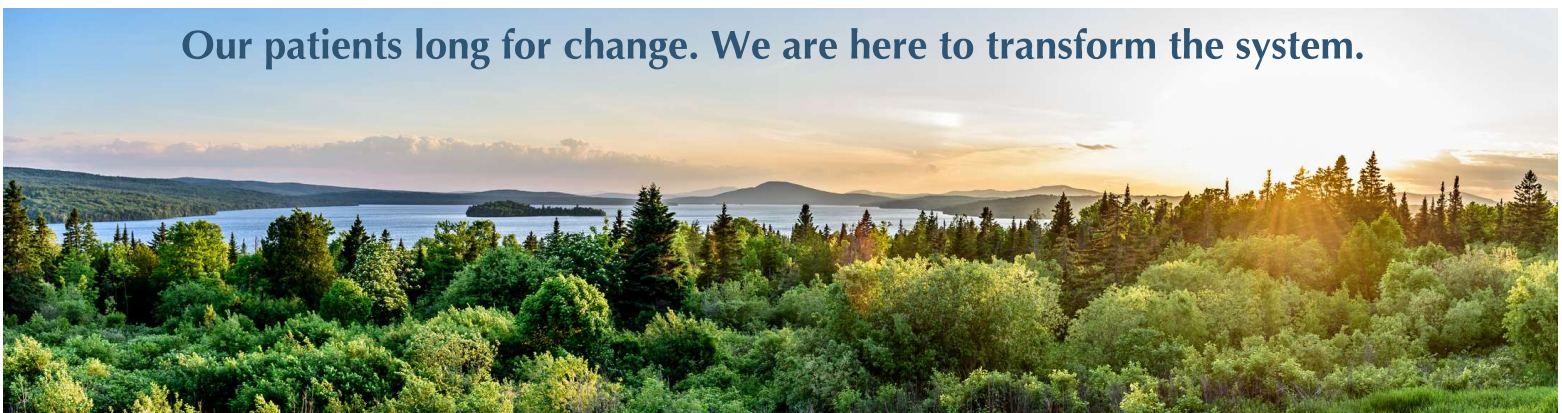
This has been PCHC’s vision statement for many years. In reflecting on the past year, what resonates most for me is our shared yearning to belong – to family, community, nation, humanity. Especially now, when we are so fractured politically and ideologically, PCHC strives to foster a sense of belonging and acceptance. By focusing on the importance of relationships with colleagues and the people we serve, by combatting discrimination and racism in all its insidious forms, we work hard to foster daily interactions that add up to strong relationships. Only strong relationships can support a healthy workforce and foster healing.

Alongside this focus on belonging, we continued our work to foster a just culture. A “just culture” means one focused on systems rather than individuals as the primary cause of failures, where we do not climb the ladder of inference and blame individuals when something goes wrong, and where data drives our inquiries and curiosity is the catalyst for system improvement. A just culture is the necessary prerequisite to safe care.

Building such a culture allows us to mature as a learning health system. Ensuring we are truly a continuously learning health system is, we believe, the key to safe, empathic, person-centered care. No doubt we have been challenged as an organization to make the time and space during our busy days, in our irrational system of disease-focused care and amidst ongoing financial stress, to bring people together in service of systems improvement. Yet, we know good care requires huddle time, proactive surveillance, time to reflect and the ability to share collective insights in order to continuously mitigate risk, respond to patient needs, and improve care. We committed to finding this time, regardless of the noise.

Cultivating a learning health system and a healthy culture is the challenge of our time. We approach it with optimism and joy, and with the deep understanding that our social justice mission requires it. Our patients long for change. This is how we get there. And we are here, after all, to transform the system, one person at a time.

Our patients long for change. We are here to transform the system.





Meeting Our Mission

In 2023, PCHC continued its focus on stabilizing operations post-pandemic and embedding rigorous, evidence-based safety and systems improvement methods across our network of practices. Healthcare faces unprecedented workforce challenges, underfunding both at the public and private level, and the continued failure to fix an irrational, fragmented system. Despite this, PCHC remained focused on and inspired by innovation in service to our community, as we should be.

Access, Innovation & Sustainability

Developed New Operations & Practice Performance Department providing organization-wide dashboards, balanced provider panels, and standardized onboarding procedures for key roles.

Expanded Access to Low Barrier SUD Treatment by deploying our expert-level providers to more PCHC sites, alleviating barriers for patients.

Restarted Dental at Brewer Community School to include routine, preventative and restorative dental services, with 49 students enrolled in 2023.

Partnered with St. Joseph Healthcare to meet the needs of our walk-in care providers, with training, education and support.

Increased Access to Mental Health Services for a total of 10k more appointments in 2023.

Piloted Remote Patient Monitoring Projects with the goal of learning how to implement and distribute this model of care with and without AI technology.

Launched a New Patient Portal that provides easy access to medical records, prescription refill requests, rapid imaging and lab results, secure messaging with care teams, and online scheduling for all patients with over 9,600 currently enrolled.

Closed On \$8.9 Million Real Estate Deal leveraging New Market Tax Credits to renovate and expand our ability to serve the Midcoast region at Seaport Community Health Center in the former MBNA complex in Belfast.

Connected People Through Unlimited Solutions Clubhouse and Hope House Health & Living Center to jobs, vocational services, meals, healthcare, recovery services and fellowship; Clubhouse members collectively earned more than \$1 million in wages, meaningfully contributing to the local economy.

By The Numbers

PATIENT VISITS
270,000

TELEHEALTH VISITS
40,000

PATIENTS SAVED
\$5 MILLION

**VIA PRESCRIPTION
DRUG & SLIDING FEE
PROGRAMS**

58,000
PATIENTS

Commitment to Excellence

Award Winning Care

Top 10% among
1400 health
centers in the US

The Health Resources and Services Administration (HRSA) recognized PCHC’s exceptional quality care in 2023. HRSA oversees all FQHCs in the United States and requires robust data reporting to ensure standard accountability for patient outcomes. Based on the data PCHC provided, and compared with all of our peers across the country, PCHC is proud to share four recognitions.

Gold-level Health Center Quality Leader - an honor reserved for the top 10% in quality among health centers across the US. PCHC received this recognition for the second consecutive year.

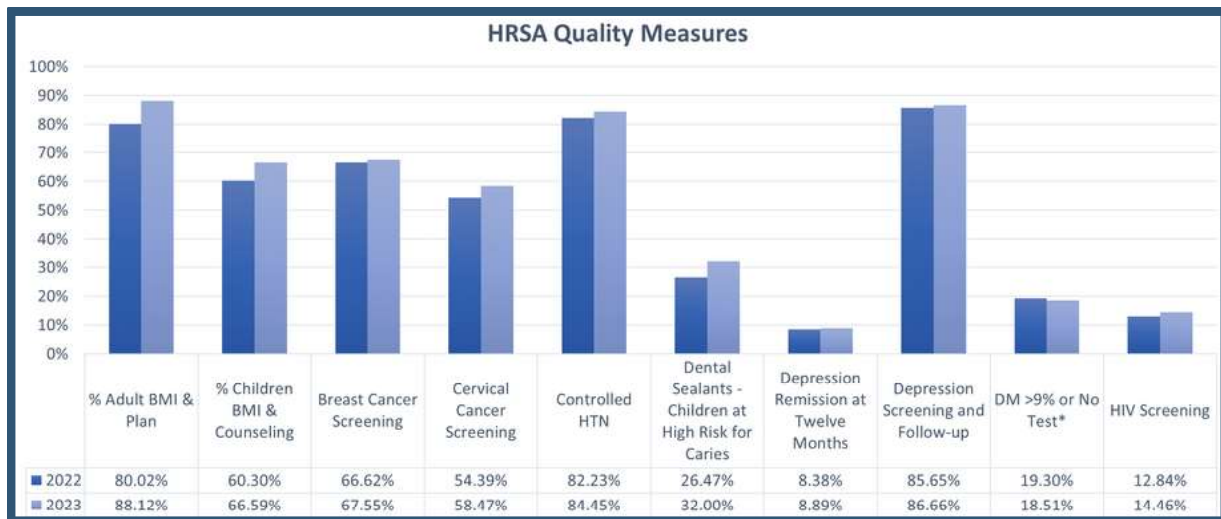
National Quality Leader badge for Heart Health, an honor reserved for health centers who meet at least 80% of the targets across key heart health measures.

Advancing HIT for Quality Award, marking our commitment to engage our patients with social risk factors through electronic record systems, patient portal, and telehealth services, and honoring the great work of our Health Information Technology team.

Addressing Social Risk Factors, in recognition of our robust data collection on social risk factors and because we increased the percentage of patients receiving enabling services,



Collectively, Community Health Centers provide higher quality care than our peers in primary care. This is driven and sustained by our shared missions, decades of data-driven improvement work, and rigorous oversight by HRSA.



Addressing Social Drivers of Health

It is well known that a person's health is determined far more by community conditions than the provision of healthcare services. These conditions - the social drivers of health - include economic stability, vocational and social supports, stable housing, and quality education. Community Health Centers, first and foremost a social justice movement, have known this since our inception as part of the Civil Rights Movement of the 1960s. As a result, we have embedded wraparound and enabling services in our healthcare model. Stepping outside of the healthcare box in service to social justice, PCHC, unique among Maine health centers, also provides vocational and community reintegration supports as well as housing and food to the most vulnerable in our communities at Clubhouse and Hope House.

Hope House Health & Living Center

A Place to Heal While Accessing Emergency Shelter, Integrated Primary Care, or Transitional Housing

A Journey to Independence and Recovery

"Sarah", who experienced chronic homelessness, spent the majority of her adult life sleeping in encampments, shelters or jails. She would come to stay at the shelter and visit the clinic at the Hope House from time to time for acute treatment of infections acquired from IV drug use and to engage in SUD treatment, and then leave for extended periods. This is not uncommon for our neighbors who have experienced trauma.

Each time that Sarah came to the Hope House, our team worked to build relationships with her, welcomed her without judgement, offered support and resources, and empowered her to recover. After years of patiently connecting with Sarah, she has reclaimed her life. She has stable housing and employment, continues receiving integrated supports from PCHC, and is in active recovery.

Unlimited Solutions Clubhouse

Employment, Connection & Independence

A Year of Music, Art and Great Achievements

Zach came to the Clubhouse a couple of years ago. He has a passion for music and a lot of talent. He had goals to gain employment and explore opportunities with his music. Last year Zach was featured playing guitar at both Melodies for the Mind and during #Artworks. During the concert season, Zach worked back stage at Waterfront Concerts and got to meet artists such as Stevie Nicks. He will be returning to work at Waterfront Concerts this year. He now works at the deli at Hannaford and spends "free" time in fellowship at Clubhouse. "The Clubhouse connects and brings us closer to each other so we can work side by side to achieve our goals."

Hope House 2023

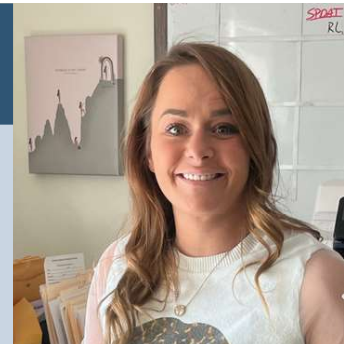
INDIVIDUALS SHELTERED
379

PEOPLE HOUSED
98

IN TRANSITIONAL
OR PERMANENT HOUSING

PEOPLE RECEIVED
LOW BARRIER SUD
TREATMENT
115

MEALS SERVED
100,000



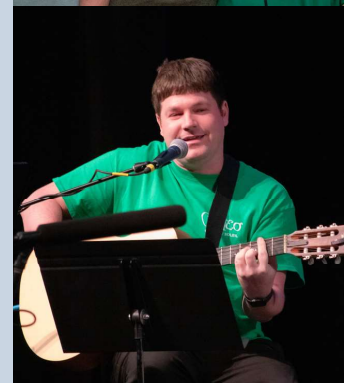
Clubhouse 2023

MEMBER WAGES EARNED
\$1,007,906

MEMBERS SERVED
211

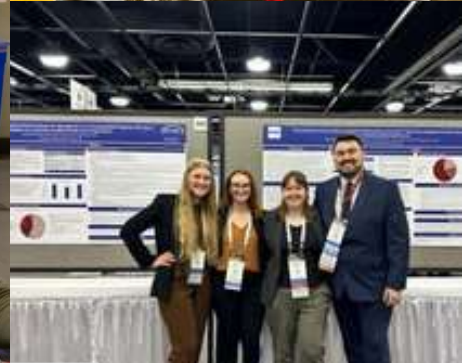
MEMBERS IN SUPPORTIVE AND
INDEPENDENT EMPLOYMENT
78

MEMBERS IN TRANSITIONAL
EMPLOYMENT
11



Caring for the People Who Care for You

We are committed to a healthy organizational culture built upon kindness, respect, curiosity and strong relationships. We strive to maintain and build on our core strength, which is our people. PCHC staff are mission-driven, engaged, kind, helpful, fun-loving, and supportive. Each year, PCHC selects three exceptional humans through a rigorous peer-driven nomination process as our employees of the year. Our employees of the year featured below, exemplify the best of who we are.



Barb Dunakin, Practice Finance & Analytical Director

Long-standing employee Barb Dunakin was named Employee of the Year in 2023 for her commitment, kindness, and support of PCHC's mission. It is impossible to list all the initiatives, changes, and workflows that Barb has impacted over her 37-year tenure. Described by her peers and colleagues as compassionate, patient-centered, detail oriented, thorough, innovative, supportive, knowledgeable, kind, and, most of all, fiercely loyal to PCHC, Barb is a wealth of knowledge and an incredible asset to our organization.



Deb LaFreniere, Medical Laboratory Technologist

Applauded for her efforts to consistently find ways to help her co-workers, her positivity, and her willingness to provide the best service to our patients, Deb was awarded the clinical Employee of the Year award in 2023. Her excitement for her work helps to build a positive environment and her dedication is exemplified in her efforts to go above and beyond.



Nicole Duncan, AuD, Clinical Director, Medical Specialists

Our 2023 Provider of the Year, demonstrates a deep and sincere mission-minded, patient-centered approach to care. She brings positive energy, innovative ideas, and a collaborative spirit to her practice leadership team. Nicole is a valued partner to her practice leadership colleagues and she never hesitates to support her team and her patients.



By The Numbers

EMPLOYEES HIRED

204

**403b
RETIREMENT MATCH**

\$786K

**7 YEARS
MEDIAN TENURE OF
PHYSICIANS**

EMPLOYEES PROMOTED

45

**225
MEDICAL STUDENT
ROTATIONS**



Living our Values: Prioritizing Diversity, Equity, Belonging & Inclusion (DEBI)

DEBI Vision

PCHC recognizes and appreciates the importance of creating an environment in which all employees feel valued, affirmed, included, and able to do their best work. We recognize that each employee’s unique experiences, perspectives, and viewpoints add value to our ability to deliver the best possible care and are vital to social justice and the eradication of health and social disparities. We reject all forms of oppression and racism and commit to embracing anti-racism, advancing social justice, and standing with historically marginalized populations in allyship.

In 2023 our DEBI committee grew to include fourteen members, established an annual workplan, and launched goals to improve diversity within our workforce, and expanded DEBI training, education and communication across the organization.

Communication

Podclub conversations facilitated by staff volunteers, to create space during the workday for sharing, learning, and encouraging examination of biases, and to foster personal and professional growth.

2023 topics included:

- Kids and Gender Identity
- Childfree Lifestyles
- The War on Drag
- Anti-Fat Bias
- Human Trafficking

Assessments

- Interviewed local leaders and researched best practices related to DEI/DEBI initiatives.
- Audited organizational policies to ensure gender-affirming language and practices.
- Reviewed EMR functionality to ensure Q+ and transgender patients experience affirming care.

Training

- Tangible Development, our partner in comprehensive DEBI development, trained senior leaders on inclusive leadership, and customize additional needed training as identified by departments and staff.
- Trans Week celebration featured training by Out Maine, an organization that works to create more welcoming and affirming communities for Maine’s diverse queer youth through systems change.



Optimizing Technology

PCHC recognizes the value and complexity that technology brings to an organization and the healthcare system. We understand the imperative to provide secure, fast, and efficient service for our patients, ease the burdens of documentation and administrative work for our clinical teams, ensure seamless communication among care team members and between healthcare entities, and improve the patient experience and quality of care we provide. As such, staying ahead of technological changes and ensuring our system is prepared for the complexities of these increasingly complex human/machine interactions in the era of maturing AI-powered systems supporting care teams, remote monitoring systems distributing care across our rural state is absolutely vital to our mission.

In 2023, our Information Systems team enhanced our ability to connect with our patients and document appointments efficiently, seamlessly replaced our self-scheduling system for our patients, embraced and established guidelines for use of artificial intelligence enabled applications in the workplace, supported nearly 40,000 telehealth visits, and piloted AI-enabled scribes as well as AI-supported remote monitoring.

New Technology

Implemented an AI-driven computerized scribe solution.

- Reduced the burden of documentation for providers.
- Increased the accuracy of documentation.
- Improved the patient experience, allowing for more direct communication.

Piloted Remote Patient Monitoring with the goal of learning how to implement and distribute this model of care with and without AI technology.

Upgraded Technology

Retired outdated Microsoft Office technology.

- Enhanced security of administrative environment.

Modified electronic forms.

- Increased the success rate of clinical documentation auto indexing.

Completed major phone and EMR system upgrades.

Self Service

Increased adoption of the patient portal.

- Streamlined referrals process.
- Improved communications process for patient-related news and information.
- Processed more than 80k refill requests and 70k messages.

Updated Self Scheduling Platform provides a more user-friendly interface.

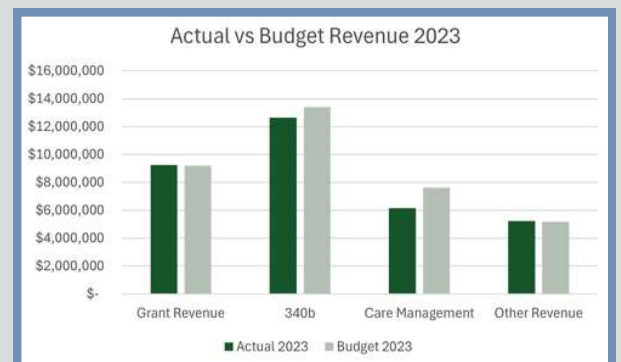
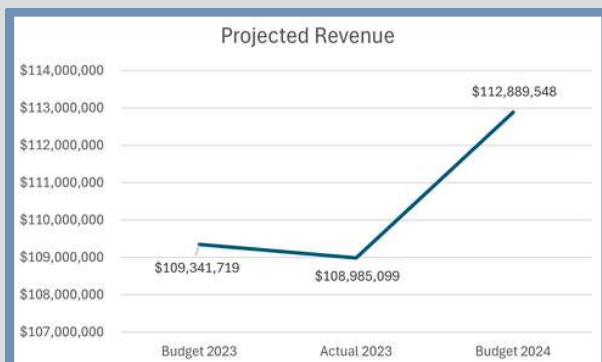
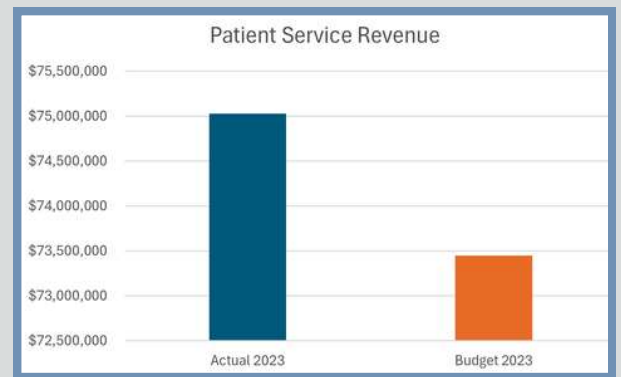


Stewarding Financial Resources

In 2023 the financial headwinds were strong. Pandemic recovery and stabilization work continued, and healthcare saw another year of unprecedented workforce instability. PCHC nonetheless maintained its focus on integrated, quality care while consistently improving access and sustainability and building the foundation for long-term financial health.

Patient revenue surpassed expectations after our partners at Mainecare adjusted FQHC rates, as required by federal law, to ensure rates keep up with the escalating cost of care. Our care teams worked tirelessly to ensure patient access to high quality care.

Unfortunately, 340b contract pharmacy revenue was dramatically reduced as a result of drug manufacturer restrictions on the use of 340b inventory at external pharmacies for health centers like PCHC that operate in-house pharmacies. This revenue decline impeded PCHC's ability to provide low and no-cost medications to patients and forced the curtailment of some programs vital to our communities. This continues to be a major focus of PCHC's advocacy efforts at the State and Federal level.



Celebrating Healthy Communities

PCHC gathered with friends, colleagues and supporters for our Annual Dinner & Awards at our sprawling 21 Schoodic Drive complex in Belfast. Together, we celebrated our achievements, honored some of our supportive partners, and reflected on the important role primary care plays in building healthy communities.



2023 Annual Dinner & Awards

PCHC secured \$8.9 million in financing, with support from **Evernorth Rural Ventures**, **Primary Care Development Corporation**, and **BlueHub Captial**, after years of navigating tax credit financing and negotiations. The complex will include a new, larger home for Seaport Community Health Center, a longstanding community resource for primary care services. PCHC will continue to lease space to Bank of America and create room for new tenants as we implement a multi-year complex development plan.



We celebrated the new clinic space with guests, including keynote speaker, **Dr. Puthery Va**, Maine CDC Director, who highlighted the importance of primary care clinics during the COVID-19 pandemic for limiting virus spread, vaccinating rural communities, and providing key interventions. She focused on health centers vital to the public health infrastructure.

PCHC recognized **Dorothy Havey, Executive Director of Belfast Chamber of Commerce; Clare Davitt, Bangor City Councilor; and Chris Olsen, Director of Welcome to Housing**, with the **Doty Woodward Award for Community Service**. The award is named for Rev. Mark Doty and Mark Woodward, former board members of PCHC, and is given to those who show dedication to the community and support PCHC's mission.



PCHC's own **Charlie Roberts, PA** was honored with the **Theresa Bray Knowles Quality Award** for his exceptional work and leadership as Medical Director of Helen Hunt Health Center.



Connecting to Community

Community health centers like PCHC are hard-wired for collaboration. The only way to make healthcare work for people is through partnerships and clinical integration with hospitals, specialists, social service agencies and other providers. In 2023, we were honored to receive a number of recognitions for the work we do with and for our partners in Penobscot, Somerset and Waldo counties.

Rural Health Community Stars

Jackman Community Health Center, CEO Lori Dwyer, and St. Joseph Healthcare's Medical Director for Care Delivery Transformation, Dr. Jonathan Busko, each received Rural Health Community Star awards from the State of Maine Rural Health Primary Care Program for the 24/7 acute care paramedicine project launched in 2022.

Somerset county residents and visitors can access after-hours acute care provided by highly-trained paramedics who consult with physicians via telehealth technology.



Wendy Wolfe Award for Healthcare Leadership

President & CEO, Lori Dwyer, Esq., received the Wendy Wolfe Award for Healthcare Leadership for her work addressing the homeless crisis during the COVID pandemic. Lori's call to action was met by local business owners at the Ramada Inn who opened their doors to shelter guests faced with very few options during the height of the pandemic. PCHC's work with partners including the City of Bangor, Mano en Mano, and the Community Health Leadership Board were instrumental in securing State funding to cover the cost of those services.



Marco Gasbarrone Award

Executive Clinical Director of Pharmacy, Frank McGrady, PharmD, was honored by the Maine Society of Health Systems Pharmacists with the esteemed Marco Gasbarrone Award. Dr. McGrady was honored for his tireless and inspirational advocacy, his enthusiasm for his work, and his contributions to pharmacy education over many years building relationships between Husson and preceptors across Maine.



Distinguished Alumni Award

Pharmacy Clinical Manager, Meagan Rusby, PharmD honored with Husson Distinguished Alumni Award in recognition of her work with PCHC's Pharmacy Residency program. This award honors alumni who continuously give back to the program. This year's recipient, nominated by faculty and staff, demonstrated strong commitment to pharmacy education and student pharmacist development. Dr. Rusby has also served on the Husson Curricular Affairs Committee.



Support from our Community

PCHC relies on the generosity of federal, state and local supporters through grants and donations to meet the needs of our patients, friends and neighbors.

2023 Grantors

Celia Lipton Farris and Victor W. Farris Foundation
City of Bangor

Community Care Partnership of Maine (CCPM)
Eastern Maine Community College

Eaton Peabody Foundation

Family Planning Association of Maine, Inc.

Good Shepherd Food Bank (GSFB)

Heart of Maine United Way (HoMEUW), formerly
United Way of Eastern Maine

John T. Gorman Foundation

Maine Cancer Foundation

Maine Centers for Disease Control & Prevention (CDC)

Maine Department of Health and Human Services

Maine Health Access Foundation (MeHAF)

Maine Primary Care Association (MPCA)

Maine State Housing Authority

National Institute on Drug Abuse (NIDA)

National Network Library of Medicine (NNLM)

New Balance Foundation

Northeast Delta Dental

Penobscot County Commissioners Office

Sidney R. Baer, Jr. Foundation

Skowhegan Savings Charitable Foundation

St. Paul the Apostle Parish

Stephen and Tabitha King Foundation

TJX Foundation

United States Centers for Disease Control &
Prevention (CDC)

United States Department of Agriculture (USDA)

United States Department of Housing and Urban
Development (HUD)

United States Department of Justice

United States Federal Emergency Management
Agency (FEMA)

United States Health Resources and Services
Administration (HRSA)

United States Substance Abuse Mental Health
Services Administration (SAMHSA)

Weyerhaeuser



Notable Funding Awards

PCHC proudly operates more than sixty new and ongoing grant projects throughout the year. Below are just a few examples of our generous supporters in 2023.

Expansion of Maine’s only primary care Nurse Practitioner residency program with a grant for \$2 million from the Health Resource Services Administration.** The award from HRSA allows PCHC to expand its educational offerings and resources.

Increasing access to healthcare services to RSU 34 community members via three new School Based Health Center sites.*

“The establishment of this partnership is a significant milestone for our schools and communities as it will greatly enhance the health and well-being of our students, staff and their families.” Mathew Cyr, Superintendent of Schools for RSU 34 recently commented, sharing the news with RSU 34 families.

*The Advanced Nursing Education-Nurse Practitioner Residency Fellowship Program is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$2,173,320 with 44% percentage financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government.

*This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$700,000 with 25 percent financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government.

Digital imaging improvements for the Penobscot Community Health Care Dental Clinic provided by Northeast Delta Dental Foundation. More than \$7,000 was granted to PCHC for the purchase and install of a new x-ray unit, shared between two operatories.

Integration of services between Unlimited Solutions Clubhouse and Hope House (shelter and transitional housing programs) funded by The Stephen and Tabitha King Foundation in the amount of \$50,000.

\$2.4 million in American Rescue Plan Recovery Act (ARPA) funds awarded by the City of Bangor, to support renovations of the emergency shelter at Hope House Health & Living Center.

\$2.5 million in American Rescue Plan Recovery Act (ARPA) funds awarded to PCHC by Penobscot County to support renovations and program updates for transitional housing units at Hope House.

Locations & Services



Our Mission

PCHC is Maine's largest federally qualified health center with more than 20 clinical and administrative locations. Our sites span three counties. Our mission is to provide comprehensive, integrated primary health care services for all to improve the health and wellbeing of our patients and the Maine communities we serve.

Locations

Bangor

Adult Wellness Center
Bangor High School-SBHC
Capehart Mental Health Center
Central Lab
Community Care & Geriatrics
Dental Center
Hope House Health & Living Center
Infusion Center
Penobscot Community Health Center
Penobscot Pediatrics
Unlimited Solutions Clubhouse
Warren Center for Speech & Audiology

Belfast

Seaport Community Health Center

Brewer

Brewer Community School-SBHC
Brewer High School-SBHC
Brewer Medical Center

Jackman

Jackman Community Health Center

Old Town

Helen Hunt Health Center

Winterport

Winterport Community Health Center

Our Integrated Care Model

Primary Care

Care Management
Care for Seniors
Clinical Pharmacy
Family Medicine
Mental Health
Pediatrics
Recovery Services
Reproductive Health
Social Work
School Based Health
Walk In Care

Specialist Care

Chiropractic Care
Dental Care
Osteopathic Manipulation
Therapy
Nutrition Services
Physical Therapy
Podiatry
Warren Center for Speech
and Audiology

Ancillary Care

Outreach & Enrollment
Infusion Services
Lab
Pharmacy
XRy
Unlimited Solutions
Clubhouse
Hope House Health & Living Center



Board of Directors



The Board of Directors consists mainly of PCHC patients or caregivers of patients who bringing diverse professional and backgrounds and life experience. They prioritize patient well-being in decision-making, shaping the organization's identity and actions. This group of compassionate and astute leaders brings a strong foundation to support the work PCHC does for the community.



Christopher Winstead
Board Chair



Shelly Okere, Esq.
Vice Chair



Christopher Linder
Treasurer



Robert Allen, MD, MHCM, FACC
Director



Aaron Ballman
Director



Mary Ellen Dunfield, RN
Director



Alan DuPlessis
Director



Ed Goodwin, MBA
Director



Angela Marcolini
Director



Kelley Strout, PhD, RN
Director



Monique Gautreau
Director



Carin Sychterz, M.P.S.
Director



Suetta Tenney, MD
Director



Daniel Williams, M.Ed
Director

Executive Leadership



Lori Dwyer, Esq.

President & CEO

Lori inspires a patient-centered care model, exemplified by her work to forge public and private collaboration to find solutions for the community's most pressing concerns. Her experience in education, employment law, compliance and leadership contribute to her people-first value system, setting a strong example for PCHC's 900 employees.



Dawn Cook

Vice President & Chief Operations Officer

Dawn oversees operations and provides strategic direction for the organization. She works collaboratively with practices, the Patient Communication Center, Care Management and Quality to drive efficiency and innovation. Dawn's focus on continuous improvement is the foundation for all of PCHC's patient-facing services. With more than thirty years of experience, she sets the tone for person-centered care, outstanding service and innovation.



Megan Sanders, Esq.

Chief Human Resources Officer, Chief Legal Counsel & Compliance Officer

Meg's leadership ensures every employee feels affirmed, included, welcomed and valued. In addition to surveying the legal, regulatory and employment landscapes and helping PCHC remain compliant with all applicable laws, regulatory structures, accreditation standards, and policies, Meg first and foremost drives a strong culture at PCHC. She builds programs and supports for employees and advocates for investments in a culture supportive of learning, innovation, equity, continuous improvement, and psychological and physical safety.



Sharyl White, BA

Chief Information Officer

Sharyl leads PCHC's Learning Health System initiative, the Information Systems and Technology functions, and the Project Management team. Building on more than thirty years of experience, Sharyl guides PCHC's process improvement, project management, and data and infrastructure teams to unmatched levels of service, integrity and efficiency.



Christine Finn-McLaughlin, MBA

Chief Finance Officer

Chris leverages decades of experience leading hospital and community health center finance departments and revenue cycle functions as she oversees PCHC's \$110 million annual budget. She manages fiscal tracking and reporting for over sixty grant programs, oversees outreach and enrollment and lab services, and ensures her team stays ahead of the rapid pace of change in healthcare finance.

Clinical & Operations Leadership



Kathy Bragdon, RN
Associate Chief of Operations



Angela Chase
Executive Division
Director



Susan Cheff, MD
Executive Clinical Director of
Integrated Primary Care



Frank McGrady, PharmD, BCPS
Executive Clinical Director of Pharmacy



Matthew Offman, DDS
Executive Clinical Director of
Dental



Colleen Owens, LCPC
Executive Clinical Director of
Psychotherapy



Ann Marie Power
Executive Division
Director



Shelley Snow
Executive Division
Director



Rachel Solotaroff, MD, MCR
Executive Clinical Director of
Substance Use Disorder Services

PCHC's integrated leadership model unites clinical and operations teams to strategize initiatives, develop innovative care delivery methods, and oversee operations to provide top-notch care to our community.

Their collaborative approach fosters a dynamic environment where ideas are shared, and solutions are crafted with precision. By bridging the gap between clinical expertise and operational efficiency, PCHC's leaders ensure that every aspect of patient care is meticulously planned and executed. With a dedication to excellence and a passion for serving the community, they inspire those around them to strive for greatness in all that they do. Together, they form a formidable team that is committed to making a positive impact on the lives of those they serve.

By all that I hold highest, I promise my patients competence, integrity, candor, personal commitment to their best interest, compassion, and absolute discretion, and confidentiality within the law.

I shall do by my patients as I would be done by . . . and shall include them to the extent they wish in all important decisions.

I shall try to establish a friendly relationship with my patients and shall accept each one in a nonjudgmental manner, appreciating the validity and worth of different value systems and according to each person a full measure of human dignity.

-Excerpt from the Hippocratic Oath

It's About People

We choose PCHC because...

Meisha Nickerson, MSW, LCSW – Manager of Social Work

My favorite part about working within the Behavioral Health Home program is the people I get to work with every day. My team strives to make positive changes in those seeking medical and mental health services. They are passionate about what they do, compassionate to those that they serve, and truly great people. The mission here at PCHC is one that my team takes very seriously and I truly appreciate learning from them and supporting them in their efforts to support others. Working for an agency that appreciates people for who they are, and that supports staff in ways that help them grow and continue to discover new passions is heartwarming. Having a purpose and meaning, driven by the agency, really helps me stay focused and most importantly, happy with the work I am doing. While the work we all do is very hard work, I feel refreshed knowing that the program I am working for is making a difference every day, and that I am able to support front-line workers in a way that is meaningful for them.

Megan Sanders, Esq. – Chief Human Resources Officer, Chief Legal Counsel & Compliance Officer

I love working for a community health center because I get to play a small role in the community health center history and movement in this country. Providing support to our employee community every day in service of our mission is a deeply humbling, dynamic, challenging, and rewarding experience. Working for PCHC means that we all are in lock step in understanding what we do: providing our communities with high quality primary care regardless of ability to pay or individual circumstances. The people of PCHC are to a person kind, creative, energetic, mission-focused, smart, and empathetic.

Even on the hardest of days, the people of PCHC shine. I'm grateful to be part of it.

Amy Smith – Practice Manager of PCHCenter

As a practice manager at PCHC, my favorite part of my role is helping employees succeed in theirs.

We lead with our hearts at PCHC and work the mission in all of our interactions. Working here is very rewarding—employees care deeply about our patients and about each other. There are also near endless opportunities for change and growth that you don't find in other places.

I have worked at PCHC for 10 years and I love it here.



2023 Annual Report

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