

Rooted *in Community,* Centered *on Our Patients*



MESSAGE FROM OUR CEO

Celebrating a Year of Compassionate Care,
Community Impact and Exciting Growth

Dear Friends and Supporters,



As we embark on another year at Community Health & Wellness Center, it brings me immense joy and gratitude to welcome you to our 2023 Annual Report. Your continued support of our mission is at the heart of all we do.

Addressing
Inequities and
Expanding
Reach: Our 2023
Pride Points

Last year, our work to address inequities and disparities was evident in our outreach efforts. From providing clothing and food to lending a supportive hand, we've gone above and beyond to care for our community. Utilizing our mobile van, we effectively reached a diverse population, addressed the region's transportation challenges—and drew on the strength of our partnerships and community relationships.

Our success in achieving a 5-star rating for patient experience measures, HgbA1c control, and statin therapy underscored our dedication to high-quality, patient-centered care. Our behavioral health team's implementation of an art therapy program showcased innovative approaches to holistic well-being.

Turning Vision into Reality: A New
Regional Healthcare Center

In spring of 2024, our new regional healthcare center in North Canaan will open, marking the realization of a two-decade vision. This facility, and the expansion of our school-based health centers into three Region One schools, will help address the critical lack of healthcare access in our rural communities and embodies our commitment to providing accessible, affordable, and high-quality healthcare to all.

Appreciating Our Funders

I want to express my gratitude to the Foundation for Community Health and its visionary President and CEO, Nancy Heaton for taking the lead in funding the new center. Deepest thanks as well to representative Maria Horn for helping us secure a bond for construction from the State of CT, and to Sharon Hospital/ Nuvance Health, Berkshire Taconic Community Foundation, and their Fund for the Northwest Corner for start-up funding. Their contributions represent a shared dedication to our mission and the health of our community.

Looking Forward with Gratitude

To our CHWC family—our staff, providers, volunteers, and supporters—thank you for shaping a future where high-quality healthcare is a right for all.

With warm regards,

Joanne Borduas, BSN, MSN, MBA
Chief Executive Officer
Community Health & Wellness Center

Chair, Community Health Center Association of Connecticut
Chair, Healthcare Council, Northwest CT Chamber of Commerce
Advisory Board, Primary Care and Benchmarking Costs, Office of Healthcare
Strategy/Office of Gov. Ned Lamont

Guided by Purpose, Focused on People

MISSION

Community Health & Wellness Center (CHWC) is committed to keeping communities healthy. In a compassionate, high-quality, and patient-centered environment, services are accessible and provided without discrimination, with cultural competence, and where all people matter regardless of ability to pay. Through coalitions, advocacy and sound fiscal management, these services will be sustained over time.

VISION

CHWC will offer and continue to develop a range of healthcare services for the underserved throughout Northwest Connecticut. It will achieve the reputation of a provider of choice for affordable, high-quality services that achieve positive patient outcomes. A welcoming and caring environment will be experienced by all patients and their families.

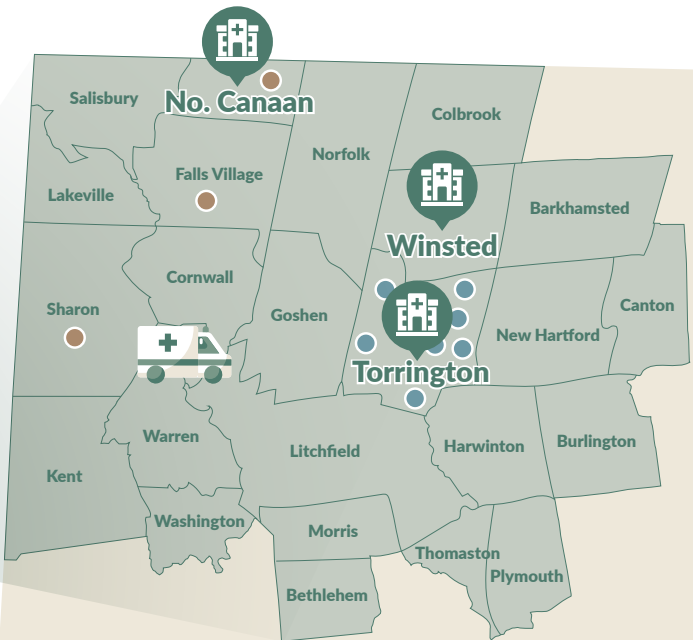
An organizational culture will exist that attracts and retains skilled, dedicated employees. Sound fiscal management practices will ensure long-term viability. CHWC will collaborate and advocate with other organizations to increase the region's capacity to meet health and wellness needs.



Expanding Access,
Delivering Excellence

The only Federally Qualified Health Center providing comprehensive services in the Northwest Corner of Connecticut

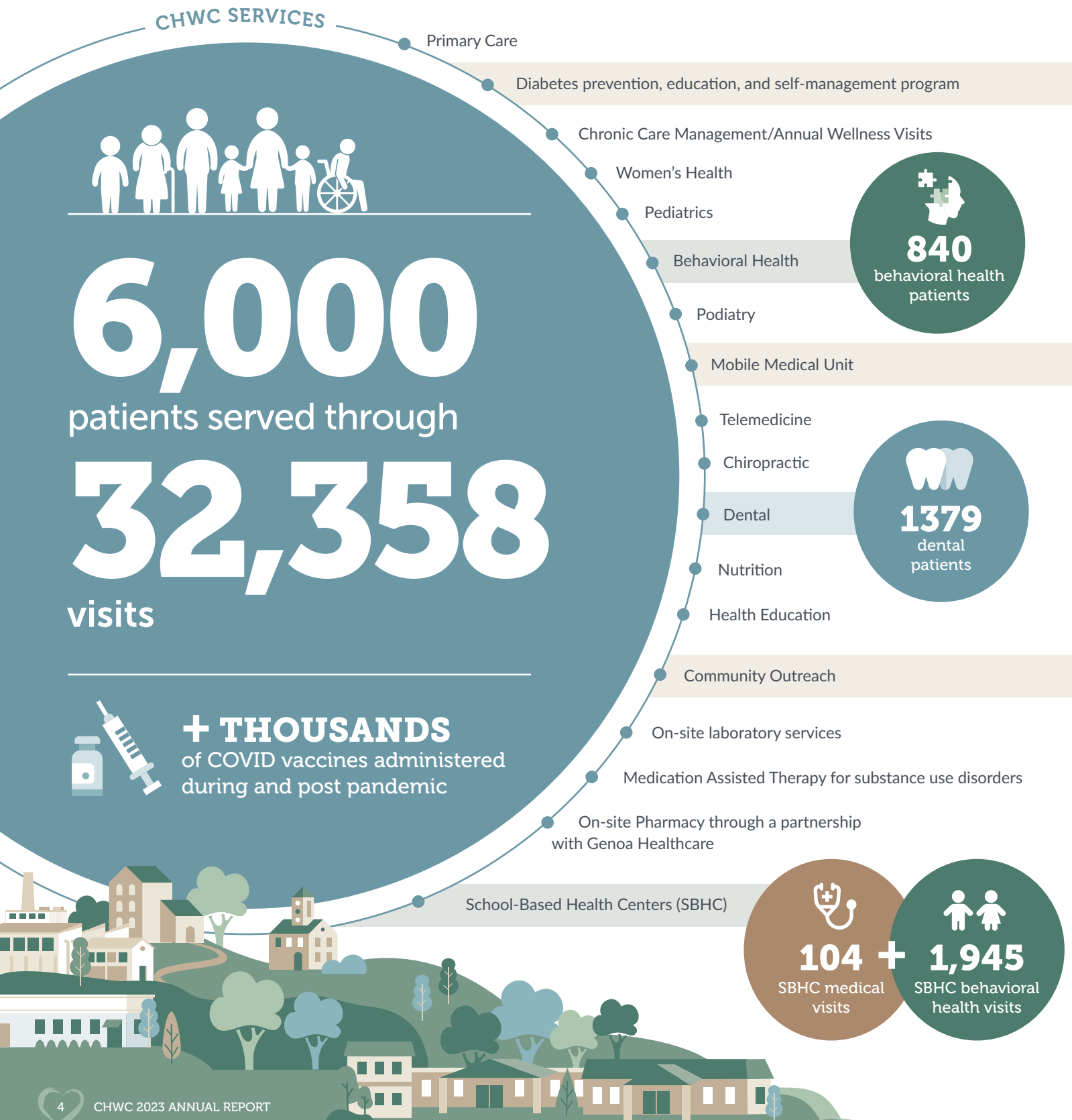
- 24 Towns served
- 3 Health Centers
 - 7 Torrington Schools
 - 3 Region One Schools (April)



2023 IMPACT

Comprehensive Healthcare for All

Our model of integrated care with all services under one roof keeps patients at the center of addressing whole health issues.



92%
of participants experienced blood sugar improvement

SIGNIFICANT GAINS IN DIABETES CONTROL

After engaging with our diabetes educators, **92% of participants** in the CHWC Diabetes Program experienced improved blood sugar control, achieving a level of blood sugar reduction double that of non-participants.

MOBILE OUTREACH

Our mobile outreach efforts extend our impact, ensuring that healthcare reaches even the farthest corners of our community. **Hundreds** of patients were served on BETTY (Bringing Exceptional Treatment to You) last year.



100+
patients served by BETTY



500+
patients assisted by CHWs

COMMUNITY OUTREACH

Dedicated to fostering a healthier community, our team of Community Health Workers (CHWs) is committed to assisting patients and their families in accessing essential services and resources. CHWs play a pivotal role in guiding patients through the process of enrolling in various health insurance options, including commercial plans, CT Access Health, and Medicaid/Medicare. They also provide support in applying for our financial assistance programs and offer the convenience of home visits. CHWs at CHWC establish connections to transportation services and other vital resources through our network of community partners, ensuring individuals not only get healthy but also maintain their well-being over time.

Last year, our CHWs assisted over **500 patients** with various social determinants of health, including food insecurity, housing instability, and transportation—reflecting our commitment to holistic community well-being.

Beyond Healthcare: Caring for the Whole Community

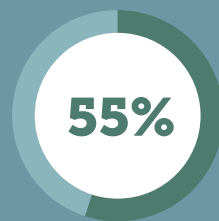
Our approach to addressing social determinants of health (SDOH)* and eliminating barriers and inequities among our most vulnerable populations has resulted in improved patient outcomes and access to health care for thousands of patients.

*** What Are Social Determinants of Health?**
Social Determinants of Health (SDOH) are nonmedical factors influencing health outcomes, contributing to disparities and inequities. These encompass conditions where people are born, grow, work, live, and age, shaped by various forces. Examples include safe housing, education, job opportunities, income, access to nutritious foods, and language skills.

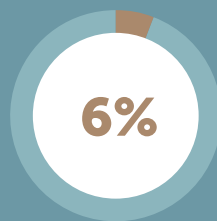


INCLUSIVE CARE Celebrating Differences and Embracing Cultures

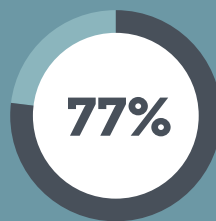
Our staff respects and recognizes differences, integrates cultural beliefs, interacts empathetically with patients from diverse backgrounds, and incorporates culture-specific values into health promotion—building trusting relationships with our patients.



of patients served
are Medicaid
beneficiaries



of patients served
are
uninsured



of patients served
are between
age 18-65



CHWC donated over
\$3,000
to help address food
insecurity last year

ECONOMIC IMPACT

CHWC growth, job creation, and support for local businesses underscore our role as a community partner contributing to the region's economic well-being.

95
employees

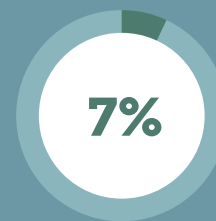


63%
growth from 2015

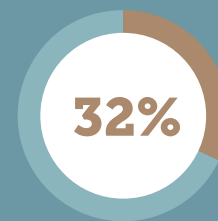
14 new jobs will be created at
the new regional healthcare
center in North Canaan

61%

of residents served are living at or below
poverty level (CHWC fees are provided
on a sliding scale)



of patients served
are children
<18 years old



of patients served
are racial/ethnic
minorities



of patients served
are Hispanic/
Latino



Some new staff are Northwest
Corner natives returning to
the area to work at CHWC.

CHWC supports
local businesses



Exponential Impact Through Collaboration

In November, CHWC took part in **Medical Mission Day** at **Charlotte Hungerford Hospital**, offering free healthcare services to both children and adults. Services included screenings, behavioral health support, lab tests, vaccines, prescriptions, eye care, haircuts, warm winter clothing, and free meals. Our dedicated staff, including Cristin Davis RN, Kathy Jacques MA, Amy Mayerjak RN, and Donna Sassani LPN, provided essential health assessments and chronic care management guidance. Bilingual providers ensured inclusivity, reflecting our commitment to community well-being. Dr. Massey DMD provided oral health screenings.

CHWC played a prominent role at the **2023 New England Rural Health Association Conference**, where our team highlighted successful initiatives that boosted access to social services and medical care for vulnerable populations, such as racial and ethnic minorities, as well as homebound and hard-to-reach residents, effectively addressing health disparities during the pandemic.

Valued Community Partners

Together, we've made a significant impact on community health through joint events and initiatives:

Brooker Memorial	North Canaan Social Services
Charlotte Hungerford Hospital	Prime Time House
Community Soup Kitchen at Trinity Episcopal Church	Salisbury Social Services
CT Office of Rural Health	Salvation Army, Winsted
FISH Shelter	Sharon Hospital/Nuvance Health
Fishes and Loaves Food Pantry	Sullivan Senior Center
Friendly Hands Foodbank	Susan B. Anthony Project
Greenwoods Counseling Center	Torrington Area Health District
McCall Behavioral Health Network	Trinity Soup Kitchen
New Opportunities, Inc.	Winsted Senior Center
	Winsted Social Services



OPENING SPRING 2024

A New Era in Healthcare for the Northwest Corner

As the spring of 2024 approaches, we eagerly anticipate the opening of our new regional health center in North Canaan, poised to become a cornerstone for accessible, affordable, and high-quality healthcare for the Northwest Corner. Situated on Main Street, this modern facility will also support new CHWC school-based health centers in three Region One schools: Housatonic Valley Regional High School, North Canaan Elementary, and Sharon Center School.

Transforming Rural Healthcare

As the only comprehensive Federally Qualified Health Center (FQHC) in the Northwest Corner, we are on the brink of a significant milestone. This new center is more than just a building; it represents a transformative initiative addressing the critical healthcare crisis in rural communities. The center's opening marks a decisive step toward increasing access to comprehensive primary and behavioral healthcare while addressing the social determinants of health. The impact will be profound, eliminating health disparities for families, seniors, and the vulnerable among us.

High-Quality Healthcare for All

The new center will provide high-quality healthcare services, welcoming everyone in the Northwest Corner. Accepting most commercial insurance, Medicare, and Medicaid, CHWC ensures accessibility for all residents, regardless of their financial circumstances. The new center is more than just a healthcare facility; it's a promise to the community—a promise of comprehensive, compassionate care for all.

Welcoming Northwest Natives Home

Among the new staff and practitioners, there is a heartening return of several Northwest Corner natives. These dedicated individuals are coming home to work, having previously sought employment outside their hometown communities due to a lack of job opportunities. Their return reflects a commitment to serving and giving back to their roots.

Our New Health Center Team!

Joining our new North Canaan office will be Melissa Coates MSN, Clinical Site Manager; Cristin Davis RN, Clinical Coordinator; Raya Ariella, APRN; Cheryl Cappabianca LCSW; Kristina Clark APRN Behavioral Health; Ronica Doyen LPN; Blair Ackerman MA; Jennifer Flint Patient Access Representative (PAR); Sheila Martin PAR.

“The new regional healthcare center for the Northwest Corner will act as a catalyst on our rural healthcare crisis—becoming part of one of the most necessary and exciting projects in the history of our region.”

– REPRESENTATIVE MARIA HORN

Acknowledging Major Supporters

We extend our heartfelt gratitude to major supporters and investors who have fueled this collaborative endeavor thus far. The Foundation for Community Health (FCH) has played a pivotal role, contributing \$1.3 million for the property purchase and project needs, along with an additional \$650,000 for startup costs—adding to a \$3M bond secured with the help of Representative Maria Horn from the state of CT toward construction. Sharon Hospital/Nuvance Health has pledged a multi-year \$650,000 gift to include \$300,000 in funding and an additional \$350,000 of in-kind services. Berkshire Taconic Community Foundation has contributed \$155,000, including

\$40,000 from BTCF's Fund for the Northwest Corner, to support physician recruitment and strategic planning for a new fundraising and development program that will be critical to expanding and sustaining the health center.

This major funding is a testament to our shared commitment to community health and a promise of a healthier future for the entire Northwest Corner. We look forward to continued community engagement, recognizing the vital role of supporters in shaping the future health of our community.

Special thanks to Christian Allyn, former Third Selectman; Representative Maria Horn; FCH CEO Nancy Heaton; Charles Perotti, former First Selectman; and Craig Whiting, Second Selectman for their help in facilitating the project.





DONOR SPOTLIGHT
**Foundation for Community Health:
A Legacy of Support**

As we strive to bring essential healthcare services to the Northwest Corner and expand our impact, the Foundation for Community Health (FCH) has remained steadfast in their support and commitment to this work. Their generous contribution is not merely financial support—it is a testament to their enduring dedication to our mission.

For two decades, FCH has been a cornerstone in the pursuit of improving health, well-being, and equity in our communities. Their visionary President and CEO, Nancy Heaton, has been the primary architect behind this transformative effort. Nancy’s extensive experience, marked by her leadership role of FCH since 2004, underscores her deep understanding of healthcare systems and the unique challenges faced by small, place-based nonprofits.

Nancy’s commitment to community health spans over 30 years, during which she served as the Executive Director of the Northwestern Connecticut AIDS Project for 12 years. Her advocacy work took her from California to the Philippines, where she spearheaded health education initiatives and directed an orphanage. Her leadership extended to regional and statewide commissions, including her current role as a Member of the Connecticut Commission on Women, Children, and Seniors, Equity & Opportunity.

In her own words,
“CHWC’s vision and commitment to the Northwest Corner align with our goals for a healthier community.”

As we celebrate FCH’s 20th anniversary, their support is a beacon of hope for CHWC’s new regional healthcare center, addressing our rural healthcare crisis.

A true leader dedicated to transforming community health, Nancy is a staunch advocate, a seasoned expert, and a catalyst for positive change. Her endorsement of CHWC and CEO Joanne Borduas echoes with a shared vision for a healthier tomorrow. As we embark on this exciting journey together, we are grateful for Nancy’s leadership and commitment to our cause.

Thank you, Foundation for Community Health, for your enduring support and visionary leadership embodied by Nancy Heaton. Together, we are shaping a healthier future for the Northwest Corner.



“If it wasn’t for this place, I don’t know if I’d be here today. When I first arrived, I was in a dark place. Community Health & Wellness has been a lifeline. Now, there’s a bright light at the end of the tunnel.”

– CHWC PATIENT JOEL HANSEN

PATIENT SPOTLIGHT
Joel’s Journey to Wellness

LIFESAVING CARE FOR BODY AND MIND

CHWC patient Joel Hansen shares his remarkable journey from deep depression and complicated health issues to healing, newfound hope, and the profound impact of comprehensive healthcare.

“When I first came here, I needed podiatry, mental health services, and hadn’t had a full medical exam in probably 10 years. Now, I’ve got my health issues under control. Community Health & Wellness saved my life and that’s the God’s honest truth.”

AN INTEGRATED APPROACH

Joel’s initial visit uncovered a spectrum of health needs, and the ease of accessing high-quality care in one location expedited his journey to healing.

“I’ve never met a team of doctors as good or as thorough as here—I’ve used nearly all their services from medical to counseling and sleep therapy. I’ve even used their dietician to help me get my health back. It’s a one-stop shop. You can get everything done here.”

SUPPORTIVE & PATIENT-CENTERED

Joel emphasizes the family atmosphere at CHWC, where doctors, therapists, and receptionists treat him with care and respect.

“I’ve never had a medical place. I’m retired, and in my sixties, and it took me this long to find excellent doctors. They roll out the red carpet for me here. It feels like family. They genuinely get to know you.”

TRUST, PRIVACY, AND ADVOCACY

Between the trust he built with his therapists, respect for his privacy, and dedicated advocacy, CHWC’s commitment to confidentiality and individualized care helped Joel regain confidence and take charge of his health.

“When I first came here, I needed support. I was not judged at all. I have people advocating for me. I’m not standing there alone. Nothing gives you as warm of a feeling as knowing you’re safe and you’re going to be okay.”

FROM DESPAIR TO A ROAD TO GOOD HEALTH

Joel’s remarkable progress, from the depths of depression to actively managing his health, has set him on the road to recovery.





GRANT HIGHLIGHTS

Sustaining Our Mission: A Community Effort

Improving Mental Health for Our Young People

- \$81,000 from HRSA/Northwest Council of Governments (COG) Rural Health Network Development Grant to enhance healthcare networks, conduct adverse childhood experiences (ACES) screenings in schools, and provide mental health referrals for at-risk youth
- Collaboration with Greenwoods and McCall Center for Behavioral Health



Expanding CHWC School-Based Health Center Services

- \$93,000 from State of Connecticut Department of Public Health (DPH) to expand behavioral health services at Torrington Middle School and Oliver Wolcott Technical School
- \$200,000 from HRSA, for medical and behavioral health services in the Torrington schools
- \$315,000 from HRSA, to extend services to three Region One schools: Housatonic Valley Regional High School, North Canaan Elementary School, and behavioral health at Sharon Center School



Advancing Health Equity & Addressing Disparities

- \$5,000 from Connecticut Health Educational and Facilities Authority (CHEFA)/Community Health Center Association of Connecticut (CHCACT) for race, ethnicity, and language (REL) data collection
- \$49,200 CT Health Foundation Grant to improve REL data collection and to participate in Yale's Equity Research, and Innovation Center (ERIC), and the Global Health Leadership Initiative (GHLI)



Prescription Produce to Improve Health

- \$4,000 from Northwest COG to provide fresh produce to low-income households
- Participants receive a "prescription" for weekly boxes of fresh local produce and have access to dietary support



Collaborating to Address COVID-19 Disparities

- \$94,000 from the Office of Rural Health to reduce COVID-19 health disparities among populations at high-risk and underserved through 420 events, resulting in increased testing and vaccination rates
- Collaboration with: Charlotte Hungerford Hospital, New Opportunities, Inc., Torrington Area Health District, Northwest Council of Governments (COG)
- \$122,000 COVID Outreach Grant to educate patients about COVID-19
- \$19,000 HRSA Bridge Grant for COVID-19 vaccines for uninsured and underinsured individuals



Empowering Health Through Chronic Disease Management

- \$150,000 from DPH (Part of a 3-year \$450,000 initiative) to design and implement a comprehensive diabetes and hypertension management program
- Training for Community Health Workers and nurses for Certification in Diabetes Self-Management Education and Support (DSMES) to raise awareness and prevent Type 2 diabetes
- Accredited by The Association of Diabetes Care & Education Specialists (ADCES)



Promoting Early Childhood Well-being

- \$42,000 from Torrington Child Care Center for a social worker to assess 50 children/year
- Offering support and assistance for young children before they enter grade school, ensuring access to essential services from an early age



Help Support Our Transformative Growth!

Your philanthropic contribution plays a vital role in fueling CHWC's growth and mission to enhance healthcare access across the Northwest Corner. Join us in this vital effort by making a donation at www.chwctorr.org. For more information on how you can support CHWC and contribute to the well-being of your community, contact:

Kelly Baxter Spitz, Director of Development
kbaxterspitz@chwctorr.org or call 860-489-0931 x1008

*Together,
let's build a healthier
future for all.*

SPECIAL THANKS:

Berkshire Taconic Community Foundation
 Burlington Construction, Co., Inc.
 Charlotte Hungerford Hospital
 ECMM Property Group
 Foundation for Community Health
 One Digital
 Northwest CT Community Foundation
 Sharon Hospital/Nuvance Health
 Shipman & Goodwin
 Torrington Savings Bank

THANK YOU FOR YOUR ADVOCACY:

State Representative Jay Case
 State Representative Michelle Cook
 State Representative Maria Horn
 Senator Stephen Harding
 Senator Lisa Seminara

APPRECIATION OF SUPPORT:

Connecticut Association of School Based Health Centers
 Community Health Center
 Association of Connecticut
 Connecticut Health and Educational Facilities Authority
 Health Resources and Services Administration
 State of Connecticut Department of Mental Health and Addiction Services

State of Connecticut Department of Social Services
 State of Connecticut Department of Public Health
 State of Connecticut Office of Rural Health

Our People, Our Strength

2023 Board of Directors

OFFICERS

Greg Brisco, *Chair*
Maria Gonzalez, *Vice Chair*
Peter Duncan, *Treasurer*
Jeff Geddes, *Secretary*

BOARD MEMBERS

Ed Arum, Emeritus
Joanne Borduas, Ex-Officio
Aaron Cohen
Jose Consepsion
Jennifer Kelley
Nicole McDonald
Barbara Parker



REMEMBERING YVONNE ADORNO

July 5, 1938 – October 28, 2023

Long-time CHWC Board member Yvonne Adorno left an indelible mark with her capacity for kindness and commitment to our mission. Her years of service helped shape CHWC into a model of excellence in patient-centered community healthcare. We extend our sympathy and gratitude for her dedication to Yvonne’s family. In her memory, gifts directed to CHWC honor her lasting legacy of community service. Thanks to generous donors, Yvonne’s spirit lives on in the heart of our community.

EXECUTIVE LEADERSHIP TEAM

CEO
Joanne Borduas, BSN, MSN, MBA

COO
Gina Burrows, APRN, MSN, NEA-BC

MEDICAL DIRECTOR
Rocco Russo, MD

DENTAL DIRECTOR
Jeffrey Ott, DDS

CHIEF HUMAN RESOURCES AND COMPLIANCE OFFICER
Cathryn Denault, SPHR, SHRM-SCP

SENIOR LEADERSHIP

DIRECTOR OF NURSING
Michelle Jose, RN, BSN

ASSOCIATE DENTAL DIRECTOR
Victoria Massey, DMD

SENIOR DIRECTOR, QUALITY AND RISK MANAGEMENT
Ann M. Iannantuoni, RN, BSN

BEHAVIORAL HEALTH PROGRAM DIRECTOR
Jason Kersten, LCSW

INFORMATION TECHNOLOGY DIRECTOR
Chris Martinez

DIRECTOR OF DEVELOPMENT
Kelly Baxter Spitz

DIRECTOR OF FINANCE
Laura LaCombe



NEW PROVIDERS HIRED

Joohan Lee , DDS	Raneem El-Ayoub, LCSW
Quiona Brooks , FNP	Suzanne Jacob Muccino, LCSW
Kristy Clark, BH APRN	
Michelle McDowell, LCSW	Cheryl Cappabianca, LCSW
Natalie Luciano, LCSW	

FINANCIALS

Audited fiscal year ended 9/30/2023

VISITS

	FY2023	FY2022
Medical	17,373	15,829
Dental	2,767	5,116
BH	12,218	10,786
TOTAL	32,358	31,731

OPERATIONAL REVENUE

Patient Revenue net of Contractual Adjustments	4,371,728	4,302,554
Grants	4,119,411	3,596,314
Contracts (Pharmacy)	749,098	1,143,036
State of CT bridge payment	1,882,354	
Other Revenue & Contributions	143,626	103,663
TOTAL OPERATIONAL REVENUE	11,266,217	9,145,567

OPERATIONAL EXPENSES

Salaries & Benefits	5,777,124	5,375,054
Clinical Supplies	189,595	133,530
Utilities & Telephone	172,542	144,990
Pharmacy Administration	451,988	762,695
Insurance	102,425	89,580
Other	887,596	993,160
Administration & General	2,475,595	2,227,031
TOTAL OPERATION EXPENSES	10,056,865	9,726,040
DEPRECIATION EXPENSE	553,508	556,886

OPERATIONAL HIGHLIGHTS AND INFRASTRUCTURE INVESTMENTS

In FY 2023, CHWC increased total visits to 32,358, marking a 2% rise from the previous year—a significant step toward pre-pandemic levels, attributed to the dedication of our providers and their teams. However, dental staffing shortages remain a challenge.

Federal grants further empowered CHWC to implement crucial capital improvements. This included installing five new HVAC units, upgrading floor coverings, expanding behavioral health offices, and enhancing financial systems, among other enhancements.

Collaborating with 16 other FQHCs in the state, CHWC accessed a shared pool of \$32 million from the State of CT, contributing to efforts to narrow the gap in Medicaid rates.



Community Health & Wellness
469 Migeon Avenue
Torrington, CT 06790

Additional Locations:

10 Center Street
Winsted, CT 06098

6-8 East Main Street
North Canaan, 06018

chwctorr.org

Follow us on Facebook
@CommunityHealthandWellnessCenter

Annual Report Photography Credits:
Sonia Zinke, Sarah Kenyon, Grant Kettner



*Providing high-quality, comprehensive healthcare that
is accessible, affordable, and convenient—for All.*

LICENSURE

- Connecticut Department of Children and Families
- Connecticut Department of Public Health
- HRSA: Health Resources and Services Administration, an agency of the U.S. Department of Health and Human Services

ACCREDITATIONS

- National Committee for Quality Assurance, Level 3 Patient Centered Medical Home
- The Association of Diabetes Care & Education Specialists

MEMBER AFFILIATIONS

- Connecticut Association of School Based Health Centers
- Litchfield County Opiate Task Force
- National Association of Community Health Centers
- Community Health Center Association of Connecticut
- Northwest Connecticut Chamber of Commerce
- United Way

AWARDS AND ACCOLADES

CHWC Earns 5-Star Ratings for Patient Care Excellence

In 2023, CHWC achieved top-quality ratings with an impressive 4.33 average through United Health Care, an accountable care organization. 5-star ratings include key measures such as Patient Experience, Hemoglobin A1C Control, and Medication Adherence for Diabetes and Cardiovascular Disease.

National Quality Leader Awards

CHWC proudly holds the National Quality Leader Award from HRSA, recognizing our exemplary service and commitment to quality healthcare. In 2023, CHWC received 3 new HRSA awards: Advancing Health Information Technology, Health Disparities Reducer, and Access Enhancer.

HRSA oversees the country's 1,300+ health centers, serving over 27 million Americans annually.



Donate at
www.chwctorr.org

