



# Community Health & Wellness

*Rooted in Community, Centered on Our Patients*



## — 2024 — ANNUAL REPORT



## MESSAGE FROM OUR CEO

### Dear Friends and Supporters,

I am happy to share our 2024 annual report, highlighting our work in the communities we are honored to serve.

Last summer, we opened our third health center in North Canaan and have since welcomed 793 new patients for primary care and behavioral health services, equating to over 2,000 visits. Additionally, we launched three school-based health centers in Region One, providing medical and behavioral health services to 391 students.

We outreached into the community to provide blood pressure screenings and flu clinics; we celebrated the holiday season by sponsoring a free showing of "Elf" at the Colonial Theater and in January, we brought Chris Herron, a former pro basketball player, to Housatonic Valley Regional High School to talk about addiction and recovery with students and parents.

We continue to collaborate with community-based organizations to provide care coordination, carrying out our mission to eliminate barriers to healthcare for some of our most vulnerable populations.

We continue to be your community, patient-centered health care organization; we strive to provide you with affordable, high-quality care, to remain responsive to your needs and to ensure that everyone has access to the healthcare they need and deserve.

*We could not do this work without our supporters, local and state elected officials, valuable providers and staff.*

Every day I am grateful for all of you. And to those who chose to place their trust in us to care for you or your loved ones, we thank you for the privilege.

Warmly,

*Joanne Borduas*

Joanne Borduas, BSN, MSN, MBA  
Chief Executive Officer



## 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.

**6,746** patients served **33,750** visits

- Primary Care
- Women's Health
- Pediatrics
- Telemedicine
- Podiatry
- Dental
- Diabetes prevention, education, and self-management program
- Chronic Care Management/ Annual Wellness Visits
- Medication Assisted Treatment for substance use disorders
- Behavioral Health
- Community Outreach
- Nutrition
- Mobile Medical Unit
- Chiropractic
- On-site laboratory
- Health Education
- On-site Pharmacy through a partnership with Genoa Healthcare
- School-Based Health Centers (SBHC)



**1,416** dental patients

**1,094** behavioral health patients

**310** SBHC medical visits

**3,183** SBHC behavioral health visits

## 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.

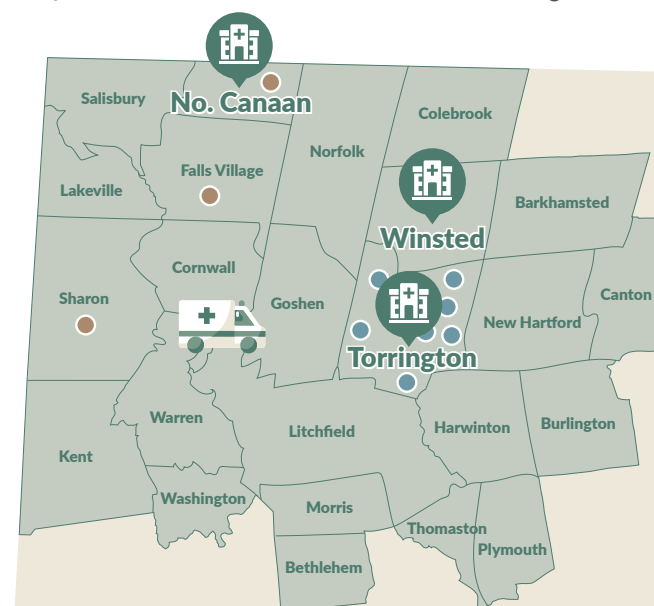
An organizational culture will exist that attracts and retains skilled, dedicated employees. Sound fiscal management practices will ensure long-term viability. CHWC will collaborate and advocate with other organizations to increase the region's capacity to meet health and wellness needs.

## 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



## OUTREACH SERVICES

CHWC is dedicated to extending beyond the walls of our facilities to reach communities where it's most convenient for them. Through collaborations and partnerships, CHWC is able to provide access to information, resources and preventative health screenings to foster healthier communities.



**144** patients served by outreach services



**550+** patients assisted by CHWs

## COMMUNITY OUTREACH

In 2024, Community Health Workers (CHWs) assisted more than 550 patients with acquiring insurance and enrolling in financial assistance programs, as well as addressing various social determinants of health (SDOH) such as food insecurity, housing instability, and transportation barriers.

\* **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.

## EXPONENTIAL IMPACT THROUGH OUTREACH EVENTS & COLLABORATION

Throughout the year, CHWC participated in various outreach events including the Hartford Health Care Medical Mission Day, The Falls Village Car & Motorcycle Show, The Salisbury Fall Festival, Winsted Fall Foliage Festival, School Open Houses, and Back to School fairs.

Recent partnerships with White Flower Farm and Becton Dickinson & Company have allowed us to provide blood pressure screenings and flu vaccine clinics on-site at their locations, allowing employees to access services without leaving work and taking valuable time for doctors' appointments.

### Valued Community Partners

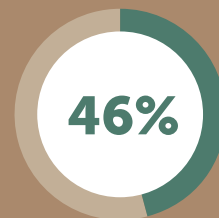
Together, we've made a significant impact on community health through joint events and initiatives:

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

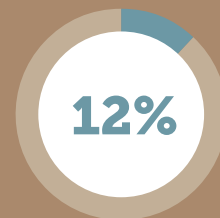


## INCLUSIVE CARE Celebrating Differences and Embracing Cultures

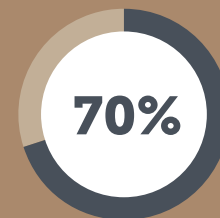
Our staff respects and recognizes differences, integrates cultural beliefs, interacts empathetically with patients from diverse backgrounds, and incorporates culture-specific values into health promotion—building trusting relationships with our patients.



of patients served are Medicaid beneficiaries



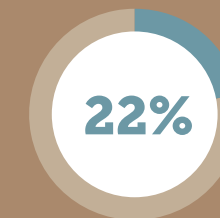
of patients served are uninsured



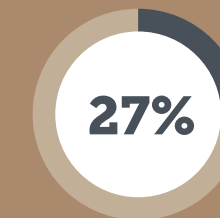
of patients served are between age 18-65



of patients served are children <18 years old



of patients served are racial/ethnic minorities



of patients served are Hispanic/Latino

# 61%

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

## ECONOMIC IMPACT

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

**104**  
employees



**64%**  
growth since 2016

## Our People, Our Strength

### EXECUTIVE LEADERSHIP TEAM

**CHIEF EXECUTIVE OFFICER**  
Joanne Borduas, MSN, MBA

**CHIEF OPERATING OFFICER**  
Gina Burrows, APRN, MSN, NEA-BC

### SENIOR LEADERSHIP

**ASSOCIATE DIRECTOR OF HUMAN RESOURCES**  
Erin Blasko

**DIRECTOR OF BEHAVIORAL HEALTH**  
Kismyth Shuler

**DIRECTOR OF DEVELOPMENT**  
Kelly Baxter Spitz

**DIRECTOR OF FINANCE**  
Laura LaCombe

**DIRECTOR OF NURSING**  
Michelle Jose, RN, BSN

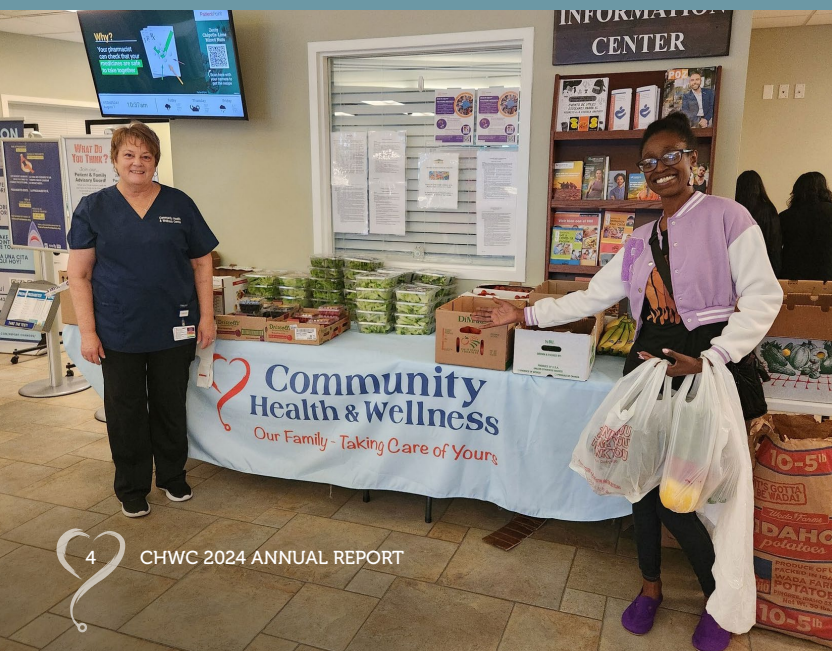
**SENIOR DIRECTOR, QUALITY AND RISK MANAGEMENT**  
Ann M. Iannantuoni, RN, BSN

### 2024 Board of Directors

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

### BOARD MEMBERS

Edward Arum  
Joanne Borduas - *Ex-Officio*  
Jose Consepion  
Joel Hansen  
Barbara Parker





## OPERATIONAL HIGHLIGHTS

# North Canaan Health Center and Region 1 School-Based Health Centers

In June, CHWC opened its newest health center in North Canaan, welcoming 793 patients. The center provided 2,202 primary care and behavioral health visits and created 14 new healthcare jobs for local providers and staff. Additionally, chiropractic care, nutrition services, and support through community health workers were offered to further address social determinants of health.

*In 2024, CHWC saw a total of 33,750 visits, reflecting a 4.3% increase from 2023. The number of patients grew by 12.4%, from 6,000 in 2023 to 6,746 in 2024.*



We also launched three school-based health centers (SBHCs) in Region One. These centers now offer medical and behavioral health services to students at Housatonic Valley Regional High School and North Canaan Elementary School, as well as behavioral health services to students at Sharon Center School.

*By the fall of 2024, our three SBHCs in Region One had served over 391 students.*

The services provided include physicals, sick visits, chronic disease management, diagnosis and treatment of common illnesses, point-of-care testing for conditions like strep, flu, and ear infections, health education and counseling, and prescriptions.

## 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



## PATIENT SPOTLIGHT

# Deep Compassion and Superior Care for Lori



### TREATMENT FOR A LIFE-ALTERING ACCIDENT

Lori Kibbe Lindenmuth had a life-altering event in March of 2024. Driving to the place where she enjoyed her morning walks, her car was hit head-on by a distracted 17-year-old.

While the other driver did not sustain injuries, it was later determined that Lori had broken ribs, a concussion, and seat belt injuries, which were not discovered until she saw Community Health & Wellness Center's chiropractor, Dr. Kimberly Layman.

*"After the accident I was a hot mess physically and emotionally. Fortunately, I quickly set up an appointment with Dr. Layman, whom I had seen previously for a minor issue. I knew her and trusted her, and she is truly the kindest professional I had ever had in all my adult life."*

### CENTERED CARE

As an LPN, Lori is herself a knowledgeable healthcare professional who never thought she'd experience post-concussion syndrome, Post Traumatic Stress Disorder, and eye conversion insufficiency. Experiencing loss of depth perception, issues with motion, and the inability to drive at night or on the highway, she was initially under the impression that she had "brain fog." However, a neuro-optometrist affirmed that the accident impacted her eyes. Dr. Layman also reassured her that her symptoms were not "in her head." Lori is grateful that Dr. Layman worked with her to center her care.

*"I am absolutely doing well because of Dr. Layman's deep compassion, knowledge, guidance, and commitment to provide superior care for her patients and our community."*



*"Undoubtedly, I would not be feeling as good as I am today, if it wasn't for Dr. Layman and her personalized treatment. How wonderful it is for CHWC to have someone like her who cares deeply and provides this high level of expertise to our community."*

- CHWC PATIENT LORI KIBBE LINDENMUTH

### CONFIDENCE IS RETURNING

When she first saw Dr. Layman, Lori was very emotional. Dr. Layman offered reassurance and worked with her throughout her healing process to help her regain her equilibrium and confidence and reduced her pain.

*"It meant the world that Dr. Layman stayed right there with me. If it wasn't for her I would not be as good as I am. She helped me get my confidence back, have less pain, and was able to safely get me back to my garden again with help from my husband, which is my biggest joy. Dr. Layman is a guardian angel from heaven."*

### HEART TO HEART

Lori continues to see Dr. Layman every other week. It's a special relationship that helps Lori flourish and heal and has helped her move forward in her life with hope and positivity.

*"I am beyond grateful. From the bottom of my heart and my family, we will always hold her close to our hearts."*

## Thank you, 2024 Donors!

We gratefully acknowledge these gifts received between January 1, 2024, and December 31, 2024. Every effort has been made to ensure the accuracy of this listing. Please notify us of corrections.

### INDIVIDUALS

Janet Andre Block  
Anonymous (3)  
Ed & Alyce Arum  
Mary Ellen and Jerry Baldwin  
Kelly Baxter Spitz and Ken Spitz  
Scott Bok  
Joanne Borduas  
Jeffrey and Susan Borghesi  
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Mike Smith  
William Spalding  
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Nancy Stoer  
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Susannah and Willard Wood  
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Alice Yoakum  
Leone Young  
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Interlaken Inn  
Mountainside Treatment Center  
National Iron Bank  
NBT Bank  
Nelson Mead Foundation  
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Northwest CT Community Foundation  
PAC Group, LLC  
Salisbury School  
Shipman & Goodwin LLP  
The Hotchkiss School  
The White Hart  
Torrington Savings Bank

### 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 LLP  
Torrington Savings Bank

### ORGANIZATIONS

Becton Dickinson & Company  
Berkshire Taconic Community Foundation  
CT Community Foundation  
Diversified Building Solutions  
Ed Herrington, Inc.  
Fund for the Northwest Corner at Berkshire Taconic Community Foundation

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

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](http://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](mailto:kbaxterspitz@chwctorr.org) or call 860-489-0931 x1008



Donate at  
[www.chwctorr.org](http://www.chwctorr.org)





## GRANT HIGHLIGHTS

# \$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.

# \$58,856

(Year #2) from HRSA/Northwest Council of Governments (COG) Rural Health Network Development Grant to provide mental health referrals for at-risk youth as well as provide youth mental health CEU trainings. Also provide community engagement activities with community health workers.

# \$20,000

BD Grant to address SDOH in the North Canaan service area addressing food insecurity, transportation needs and housing/utility needs.

# \$9,000

CT Community Foundation for food insecurity to develop a food closet for CHWC patients.



## FINANCIALS

Audited fiscal year ended 9/30/2024

VISITS	FY2024	FY2023
Medical	17,672	17,373
Dental	4,183	2,767
BH	14,121	12,218
<b>TOTAL</b>	<b>35,976</b>	<b>32,358</b>

OPERATIONAL REVENUE	FY2024	FY2023
Patient Revenue net of Contractual Adjustments	5,176,515	4,371,728
Grants	3,882,828	4,119,411
Contracts (Pharmacy)	599,817	749,098
State of CT bridge payment		1,882,354
Other Revenue & Contributions	314,312	143,626
<b>TOTAL OPERATIONAL REVENUE</b>	<b>9,973,472</b>	<b>11,266,217</b>

OPERATIONAL EXPENSES	FY2024	FY2023
Salaries & Benefits	6,873,346	5,777,124
Clinical Supplies	252,236	189,595
Utilities & Telephone	219,462	172,542
Pharmacy Administration	401,247	451,988
Insurance	112,929	102,425
Other	1,424,022	887,596
Administration & General	2,812,855	2,475,595
<b>TOTAL OPERATION EXPENSES</b>	<b>12,096,855</b>	<b>10,056,865</b>

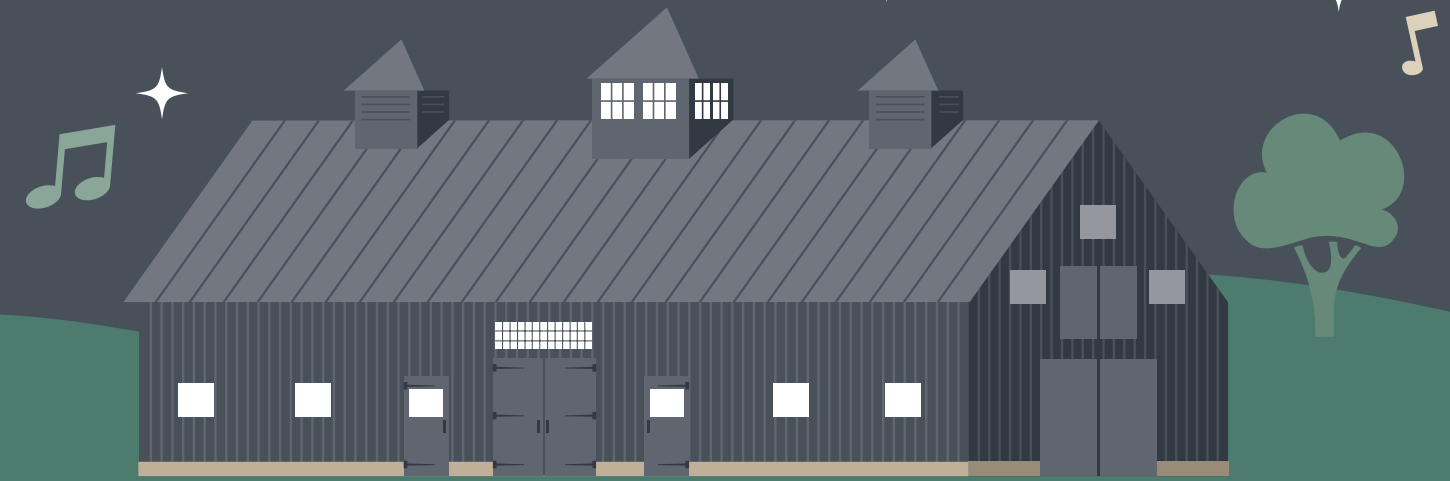
## FUNDRAISING EFFORTS

# Magic + Music in the Meadow

### August 23, 2024

More than 100 guests gathered at The Barn at Stillwaters Farm in Salisbury for a benefit for CHWC. The evening featured music from Johnny Irion and his band, and a performance by Matt Szat, the mesmerizing NYC magician & mentalist. Guests enjoyed delicious food from Emily's Catering Group. CHWC is deeply grateful to Scott and Thao Matlock for the use of their stunning property, and the generous sponsors, donors, and volunteers who made the evening a resounding success.

**EVENT SPONSORS:**  
 Becton Dickinson  
 Ed Herrington, Inc.  
 Indian Mountain School  
 Mountainside Treatment Center  
 National Iron Bank  
 NBT Bank  
 Northwest Community Bank  
 PAC Group, LLC  
 Shipman & Goodwin LLP  
 The Hotchkiss School  
 Torrington Savings Bank





Community Health & Wellness  
469 Migeon Avenue  
Torrington, CT 06790





**Additional Locations:**

10 Center Street  
Winsted, CT 06098

6-8 East Main Street  
North Canaan, CT 06018

[chwctorr.org](http://chwctorr.org)

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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 2024, 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 for 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](http://www.chwctorr.org)

