



# Annual Report



# 2025

Compassionate Quality Care Since 1971

## LHC Mission Video



## LHC Website



In 2025, Lamprey Health Care strengthened its foundation of stellar staff, strategic partnerships, and innovative technology to deliver barrier-free, comprehensive and compassionate care. These efforts improved efficiency and enhanced outcomes across medical, behavioral, and social health services, reflecting our commitment to total health.

As New Hampshire's largest Federally Qualified Health Center, serving 17,471 patients, Lamprey deepened its focus on the social determinants of health. Initiatives like the Genoa Pharmacy partnership and the Gather Mobile Food Pantry, ensure patients have access to critical resources beyond clinical care. Supported by four HRSA achievement awards and strong financial performance, Lamprey enters 2026 poised to further integrate care, leverage technology, and build strategic partnerships that create healthier lives for all.

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# A Note from our Co-CEOs



As we reflect on the past year, we are filled with deep gratitude for the people who make Lamprey Health Care what it is—our patients, staff, partners, and supporters. In a year marked by continued change and growing need, we strengthened how we show up for our communities by listening more closely, working more collaboratively, and staying grounded in compassion.

Our staff are the heart of Lamprey Health Care. Their dedication, skill, and kindness allowed us to meet increasingly complex needs with dignity and respect. We continued to invest in our workforce through leadership development, training, and operational improvements that support teamwork and sustainability. Every day, our staff build trust, foster connection, and make a meaningful difference in the lives of those we serve.

By elevating the patient voice across our organization, we deepened our connection to the community, reshaped how care is designed and delivered, and repositioned Lamprey Health Care as a trusted partner in health—one that listens first, builds trust, and brings our mission to life through care grounded in dignity, equity, and partnership.

Innovation remained a key focus as we advanced the thoughtful use of technology to support care. Data-driven quality initiatives and enhanced digital tools improved care coordination, patient engagement, and access—helping us stay connected to patients beyond the walls of our health centers while delivering more personalized, seamless care.

Our work was strengthened by strategic partnerships focused on addressing the social factors that influence health. Through collaboration with community organizations, social service agencies, hospitals, and organizations with unique specialties we helped connect patients to resources addressing housing, food, dental care, pharmacy services, and enhanced substance use treatment and mental health support. These partnerships allow us to care for the whole person and strengthen the health of our communities.

As we move forward, we do so with optimism and purpose. We will continue listening to our patients, supporting our staff, advancing innovation, and strengthening partnerships that help our communities thrive. Together, we are building a more connected, compassionate, and resilient system of care.

Thank you for your trust, partnership, and belief in this work. It is an honor to care for our communities alongside you.

With gratitude,  
Sue Durkin and Greg White

# MISSION - VISION - VALUES



## Our Mission

**We exist to provide high-quality primary medical care and health-related services with an emphasis on prevention and lifestyle management to all individuals regardless of ability to pay**

- Expanding access to medical and health services in our communities
- Removing barriers to care, including language, financial, and transportation barriers
- Coordinating comprehensive, integrated services for patients and families
- Delivering compassionate, high-quality care that exceeds standards of excellence

## Our Vision

**We will:**

- Be the primary care provider of choice and a standard for excellence
- Lead in innovation, education, and quality improvement
- Serve as a center of excellence in care, service, and teaching
- Partner with community organizations to ensure access to comprehensive care

## Core values

- **Serving the needs of our patients first**
- **Delivering care with compassion, respect, and kindness**
- **Improving the health and well-being of our communities**
- **Working collaboratively through a team-based approach**
- **Supporting growth, learning, and well-being for patients and staff**

# Our Leadership Team



## Executive Team

**Gregory White, CPA**  
Chief Executive Officer

**Hilary O'Neil**  
Chief Operating Officer

**Jody Pollack**  
Chief Human Resources Officer

**Sue Durkin, MS, RN, CPHQ**  
Chief Executive Officer

**Kate Bonafede, MD**  
Chief Medical Officer

**Paula Smith, MBA, Ed.D**  
Director, Southern NH AHEC

## Board of Directors

A community-based Board of Directors comprised of patients and local citizens dedicated to community health and well-being.

**Andrea Laskey**  
President

**Mark Whitney**  
Vice President

**James Brewer**  
Treasurer

**Sarah Cronin**  
Secretary

**Raymond Goodman, III**  
Immediate Past President

**Audrey Ashton-Savage**

**Chris Drew**

**Jane Goodman**

**Frank Goodspeed**

**Todd J Hathaway**

**Susan Dorothy Hilchey**

**Carol LaCross**

**Mary Lyster**

**Colin McHugh**

**Arvind Ranade**

**Jim Ryan**

**Erika Farrell Taylor**

# Care Without Barriers... In Our Offices, Mobile Health Unit and Integrated Care

## NEWMARKET CENTER EST 1971



207 South Main St, Newmarket NH 03057

**5,349** Patients Served  
**1,715** Behavioral Health Visits  
**22,009** Patient Visits  
**123** Patients Receiving Interpretation Services

## RAYMOND CENTER EST 1985



128 Route 27, Raymond NH 03077

**5,252** Patients Served  
**2,262** Behavioral Health Visits  
**24,040** Patient Visits  
**47** Patients Receiving Interpretation Services

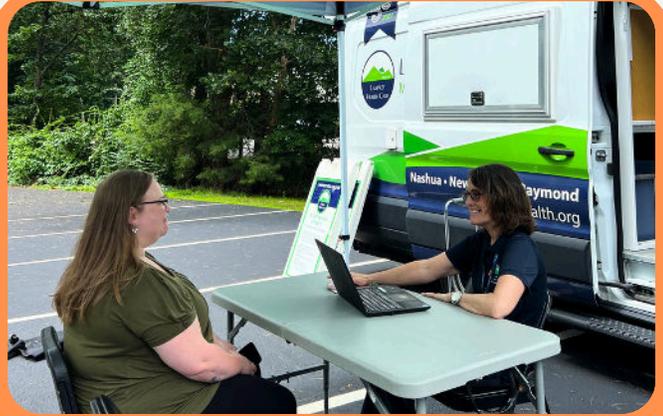
## NASHUA CENTER EST 2000



22 Prospect St, Nashua NH 03060

**5,954** Patients Served  
**2,063** Behavioral Health Visits  
**23,885** Patient Visits  
**3,430** Patients Receiving Interpretation Services

## MOBILE HEALTH EST 2021



**154** Patients Served  
**264** Patient Visits  
**20** Patients Receiving Interpretation Services

## INTEGRATED PROGRAMS EST 2018



**762** Patients Served  
**2,307** Patient Visits  
**19** Patients Receiving Interpretation Services

# Patient Impact - Stats and Stories

## DIABETES HEALTH

79%

Patients with diabetes who have average blood sugar readings in a healthy range (goal 77%)

## HYPERTENSION HEALTH

75%

Patients 18-85 yrs with recent blood pressure < 140/90 (goal 72%)

## CHOLESTEROL HEALTH

81%

Patients at risk for cardiovascular events are taking lipid lowering medication (goal 81%)

## COLON HEALTH

54%

Patients 45-75 yrs have up-to-date colon cancer screenings (goal 52%)

## BREAST HEALTH

70%

Women 50-74 yrs have up to date breast cancer screening (goal 68%)

## MENTAL HEALTH

94%

12 yrs and older have had depression screenings and have a plan in place when depression is detected (goal 90%)

## CERVIX HEALTH

76%

Women 23-64 yrs have up-to-date cervical cancer screenings (goal 75%)

Stats happen one cherished patient at a time

## PRENATAL HEALTH

99%

Pregnant patients begin care in first trimester leading to improved fetus/infant health (goal 86%)

## PEDIATRIC BMI HEALTH

79%

Patients 3-17 yrs had counseling on the benefits of nutrition and exercise on weight (goal 73%)

**Shawn Tran found more than a doctor at Lamprey** — he found stability, compassion, and a place that believed in him when he was young, scared, and about to become a father.

Lamprey guided him through parenthood, financial stress, and moments when he doubted himself. He remembers being treated with honesty, kindness, and respect, even when he couldn't pay. Staff like Rossy Lopez made him feel safe, welcomed, and valued.

After leaving New Hampshire, he realized just how rare that care was, returning to Lamprey the moment he could. Today, back at Lamprey Health Care, his growing family feels supported and understood, and Shawn credits Lamprey with helping him become the father and person he is.

For him, Lamprey isn't just health care — it's home.



**Patient Experience is our Greatest Reward**



**Dr. Mary Lyster came to Lamprey as a patient and found something she wasn't expecting:** a place where warmth, connection, and exceptional care felt unmistakably genuine.

That experience moved her to serve on our board of directors and to **volunteer as a family provider** in Raymond and Nashua - TWO DAYS a week!.

Mary gives her time and talent freely because of the high-quality care and compassion she received and the mission she believes in.

Her journey reflects one of the things that makes Lamprey special: when people feel truly supported and cared for, they are able to give back and pay it forward in extraordinary ways.

# Exciting Moments 2025



**Hosted roundtables for education discussions and collaborated with leaders and partners to improve community health.**



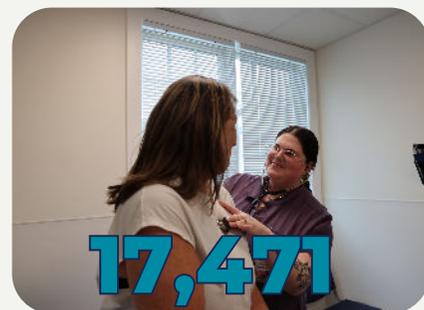
**Led open conversations on education and teamed up with state leaders and partners to support community health.**



**Launched Mission Video: A powerful look at our mission in action—through compassionate staff, strong partnerships, and technology that improve patient care every day.**



**Annual Meeting 2025: We recognized partnerships, honored patients, celebrated 2025, and shared dreams and goals for 2026.**



**Became the Largest FQHC in New Hampshire - proudly serving 17,471 patients during 73,429 visits.**



**Joined NH DHHS and SOS Recovery in a shared initiative to bring Hepatitis C screening and treatment directly into the community.**



**Strong branding and clear, welcoming signage increased our visibility and professionalism while deepening our connection with the communities we serve.**



**Co-CEO, Sue Durkin, delivers a Statehouse address underscoring the urgent need for Medicaid funding to protect community health and ensuring equitable access to health care.**

# What is Medicine?

## Food is Medicine

We know good health starts long before a patient enters an exam room. Through partnerships, **we connect patients with fresh, nutritious foods that support healing, prevent chronic disease, and strengthen overall well-being.** It's not just about providing groceries — it's about dignity, empowerment, and access.

*Pop-up Pantry in Nashua*

*Gather Food Bus in Raymond*

*Community Fridge in Newmarket*

Food fuels



## Access is Medicine

Care only works if you can reach it. In 2025, we **broke barriers with our Mobile Health Van, integrated health locations, medical interpreters, and a streamlined chronic care model** that delivered real results. More access means better health outcomes.

Access empowers



## Connection is Medicine

Good health grows from the connections we build with one another. Our **Community Matters Speaker Series** creates space for dialogue, trust, addressing relevant topics, and shared learning. We know that when people feel connected, they better engage in self-care, decrease feelings of loneliness, and have the space to thrive.

Connection heals



# Patient Care, Resources & Programs

Lamprey provides wrap-around medical services through an Integrated Primary Care Model. We offer access to medical, behavioral and social services right in the primary care setting.

## Patient Care

Primary care is the foundation of lifelong health. We work in a team-based model to deliver patient-centered care that treats the whole person. We serve as a true Medical Home.

- Primary Care
- Behavioral Health
- Women's Health
- Pre-natal Care
- Childbirth
- Breast and Cervical Cancer Screenings
- Mobile Health Services
- Integrated Community Mental Health
- Substance Use Disorder Services
- Sexual and Reproductive Health/ Teen Clinic
- Pediatrics
- Managing Chronic Conditions
- NH Healthy Lives
- Wise Women
- Laboratory Services
- Pharmacy Services
- Dental Programs

## Patient Resources

Patient resources ensure individuals have the tools and support they need to manage their care with confidence. Our goal is to make care understandable, accessible, and seamless for everyone we serve.

- Patient Portal
- Medical Records Access
- Hospital Services
- Care Coordination
- Financial Support
- Insurance Guidance
- Interpretation Services
- Self-Scheduling
- Refill Requests
- Patient-Initiated Texting

## Professional Programs and Education

We are committed to workforce development, area education, strengthening public health partnerships, and building effective partnerships, - all with a focus on quality of care.

- Nurse Practitioner Fellowship Program
- Medical Assistant Training Program
- Southern New Hampshire Area Health Education Center
- Seacoast Public Health Network

# Awards, Recognition & Education

## Why These Recognitions Matter.

Our awards and accreditations aren't about recognition — they're about reassurance. They show our patients and the community that our care and outcomes meet the highest standards of safety, quality, and compassion. The spotlight is nice, but the real win is earned every day in our exam rooms and communities.

### Leadership & Individual Recognition

#### Sue Durkin CEO Top Women-Led Organizations (Business NH)

Recognized as one of New Hampshire's top women-led nonprofits.

#### Janice Lucier- The Dick Smith Award

Recognized for exceptional service and advocacy for people with diabetes

#### Cynthia Mendoza, Sonja Soucy, & Ruvelin German Rodriguez Friends of Lamprey Scholarship

Recognized for their commitment to community health and awarded a \$2,000 scholarship in honor of former CEO Ann Hathaway Peters and her legacy of accessible, high-quality care.

### HRSA & American Heart Association



### Education

#### Nurse Practitioner Accredited Fellowship Program

A 1-year accredited Nurse Practitioner Residency Program that builds confident and competent Nurse Practitioners and prepares them to practice in a patient-centered primary care medical home.

Southern New Hampshire Area Health Education Center is an accredited provider of continuing education striving to provide learning opportunities for health professionals and community members on a wide variety of topics.

Seacoast Public Health Network strengthens public health partnerships and works to improve emergency preparedness, community health, and substance misuse prevention in order to better serve our communities.



# Our Staff - Our Greatest Resource!

Our people are the reason Lamprey Health Care makes a lasting difference. Their expertise, compassion, and unwavering commitment turn our mission into measurable impact—improving access, strengthening families, and changing lives every day. We invest in our staff because they are the foundation of our success and the driving force behind healthier, more resilient communities.

## NO CAPE



## NO SUPERPOWERS



## JUST HEART, STRENGTH, & THE DRIVE TO CARE.



## Lamprey Health Care Staff ARE THE FORCE BEHIND EVERY LIFE CHANGED!



# Our History - Compassionate Care Since 1971

Since 1971, our commitment to compassionate care has shaped who we are and how we serve. Decades of listening, learning, and standing alongside our communities have given us a deep understanding of local needs—and that experience guides every decision we make today. It fuels our focus on equitable access, drives our growth into new services and locations, and inspires the innovation required to meet emerging challenges. Our history isn't just something we honor; it's the foundation that strengthens our mission and propels us forward.

**Largest FQHC in NH**



**EST. 2021**  
Mobile Health Unit



**EST. 2000**  
Nashua Center



**EST 1986**  
Raymond Center



**EST. 1971**  
Newmarket Center



# Strategic Partnerships

At the heart of our mission is a deep commitment to compassionate, patient-centered care. One of the most powerful ways we bring this mission to life is through strategic partnerships with organizations that share our values and assist in offering whole-person care. We are proud to highlight two of our 2025 partners:



Specialized, personalized, and 340B pharmacy services at our Raymond location provide convenient on-site access that significantly improves patient medication adherence.



Mobile Food Market provides free access to seasonal produce, pantry staples, meat, and dairy every two weeks at our Raymond location. Open to the community.



## Our 2025 Partnerships

- Greater Nashua Mental Health
- Nashua Soup Kitchen & Shelter
- SHARE Outreach
- GREATER NASHUA DENTAL CONNECTION
- Health Snap
- Hope on Haven Hill
- Genoa Healthcare
- Solvare Health
- Society of St. Vincent de Paul Exeter
- GREAT BAY COMMUNITY COLLEGE
- Quest Diagnostics
- Beth Israel Lahey Health Exeter Hospital
- SOUTHERN NH MEDICAL CENTER
- RAYMOND COALITION FOR YOUTH
- Gather
- SOS Recovery Community Organization
- Center for Life Management

# Technology & Software

Technology and software are essential tools that help us deliver the highest standard of care. While they will never replace the human relationships at the heart of our mission, our focus on technological advances **ensure our patients experience seamless communication, safe workflows, coordinated care, and improved health outcomes.**

## TECHNOLOGY SPOTLIGHT - RETINAL SCREENINGS

**Sight-saving for our patient population who have diabetes.** In just seven months, our new retinopathy cameras have delivered extraordinary results. Up-to-date eye exams jumped from 23.9% to 46.1% putting us on track to far exceed our 50% goal by June 2026.

This matters because early detection gives patients the chance to improve their diabetes control to protect their vision and slow the progression to blindness. Diabetes is the leading cause of blindness in developed countries. **Already, 17 percent of screenings have identified retinopathy, and we're averaging two retinal saves every month.** This technology is truly transforming preventive care.



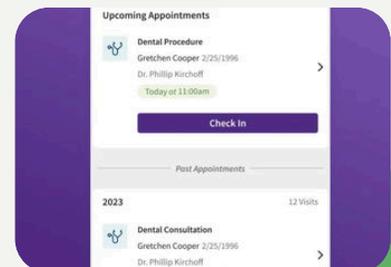
## Impactful Technology initiatives 2025



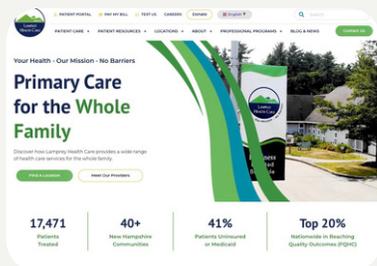
**Donor Management Software**  
Strong connections with smart relationship-tracking tools.



**Secure Patient Texting**  
Fast, safe, no-friction texting for patients.



**Self-Scheduling**  
Patients book appointments anytime, instantly.



**New Website**  
A fresh, easy-to-use site built for patient access.



**AI Scribes**  
Cuts paperwork and boosts face-time with patients.

# Program Spotlights

## NURSE PRACTITIONER FELLOWSHIP

As **the only primary care NP residency program in New Hampshire**, we are doing something extraordinary for our state.

Thirty seven Fellows have completed the program, and seven now serve Lamprey patients with the skills they gained here.

Our Fellows arrive as new graduates and become confident, community focused primary care clinicians who strengthen New Hampshire's workforce when it is needed most.

**In 2025, we expanded to Newmarket, growing to four in-house Fellows across two sites.** This is a major win for Lamprey and for the communities we serve.

With strong clinical leadership and hands-on mentoring, Fellows gain real world experience that launches them into primary care careers across the region.

**This program is building the future of primary care, and Lamprey is proud to lead the way.**

## DIABETES CARE and MANAGEMENT

Lamprey Health Care's **accredited Diabetes Self Management Education and Support Program** delivers results. By combining advanced tools like Continuous Glucose Monitors with expert prescribing guidance and coaching, we help patients make smarter day-to-day decisions about their health.

Our quality improvement work closes critical gaps in diabetes care so patients stay current on foot checks and eye exams to reduce the risk of amputations and blindness. This **keeps patients motivated, engaged, and confident in managing their diabetes.**

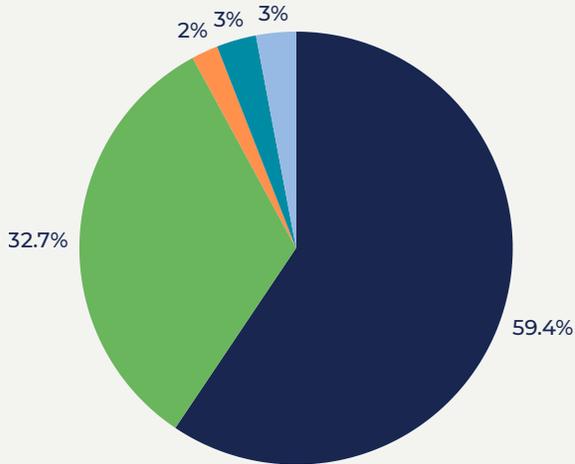
Our mobile van and shelter outreach bring care to people facing the toughest barriers, ensuring no one is left behind.

In Chronic Care Management, our diabetes educators are achieving up to an 84% kept-appointment rate; a clear sign of **stronger engagement and better long-term health outcomes.**



# Our Financials

## Operating Revenue



- Patient Related Revenue
- Government Funding
- Grants & Donations
- Other Operating Revenue
- Employee Retention Tax Credit

### Revenue

#### Patient-Related Revenue

Net Patient Service Revenue \$ 11,933,076

Other Program Revenue \$ 6,581,731

Incentive Based Revenue \$ 396,017

#### Government Funding

Federal \$ 6,791,127

State \$ 2,431,469

Local \$ 1,252,837

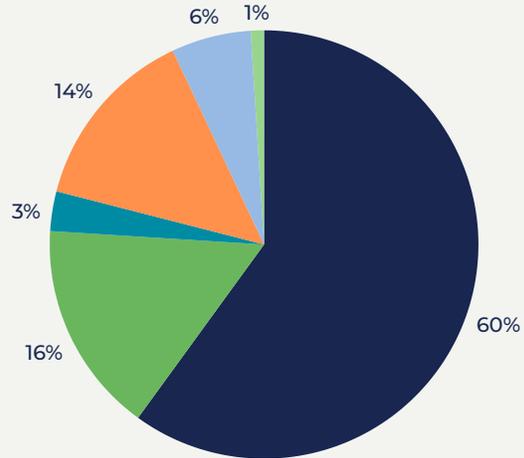
Grants and Donations \$ 424,660

Other Operating Revenue \$ 693,112

Employee Retention Tax Credit \$ 1,100,402

**Total Revenue \$31,604,431**

## Operating Expenses



- Salaries, Wages, & Benefits
- Purchased Services
- Facilities
- Supplies
- Other Operating Expenses
- Depreciation

### Expense

Salaries, Wages, & Benefits \$17,237,341

Purchased Services \$4,665,395

Facilities \$830,490

Supplies \$3,964,562

Other Operating Expenses \$1,524,118

Depreciation \$727,637

Interest \$216,165

**Total Expenses \$29,165,708**

**NET \$2,438,723**

(fiscal year October 1, 2024 to September 30 2025)



# 2025

**A year of stability and purpose**

**We innovated  
We connected  
We accelerated  
We streamlined  
We partnered  
We delivered  
We excelled**

**But above all, we listened wholeheartedly  
and elevated the patient voice.**

**Special thanks to our partners, supporters, patients, staff, area nonprofits,  
government agencies, elected officials, municipalities, and friends!**

**Technology. Partnerships. Extraordinary people.  
MOVING COMMUNITY HEALTH FORWARD, TOGETHER!**