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YEAR END REPORT

Your Community . . . Your Health Center



Support the over 20,000 individuals in Jefferson & Lewis Counties who rely on NoCo Family Health Center for their healthcare.



We ARE NoCo Family Health Center
Access * Respect * Excellence



We ARE NoCo

This past year has brought many challenges, but it has also reminded us of the incredible strength of our North Country Family Health Center community. Thanks to the unwavering dedication of our staff, the generous support of our partners like the Northern New York Community Foundation, and the loyalty of our patients, we are closing 2025 stronger and more united than ever.

We began the year by expanding our operating hours across multiple Health Center sites. This initiative, made possible through a grant from the Health Resources and Services Administration (HRSA), allowed us to extend access to care for more patients, particularly those facing barriers related to work schedules or transportation. Throughout the year, expanded hours were offered across all service lines at multiple locations, enhancing our ability to meet the diverse needs of the communities we serve.

In March, we celebrated a major milestone, the official addition of our newest Community Health Center site in Lowville. With the New York State Department of Health's approval, our Lowville Family Health Center site became our fifth community-based location and our second within Lewis County. We are proud to enhance the care and services we provide to the Lewis County community. Additionally, this expansion helped us reach an incredible achievement, for the first time in our history, we served more than 20,000 unique patients. That means North Country Family Health Center now provides care to one in seven residents across Jefferson and Lewis Counties, a statistic that fills us with immense pride and gratitude.

In May, we launched our Revenue Cycle Optimization Project, made possible through the extraordinary generosity of the Northern New York Community Foundation and the Jane E. Deline Foundation. This support is helping us strengthen the foundation of our organization by improving the billing and operational systems that sustain our ability to care for our community. With this investment, we are building resilience, enhancing financial stability, and ensuring that we can continue to provide high-quality, affordable care to those in our community for decades to come. We are deeply thankful for the Foundations' trust and partnership in this important work.

As we wrapped up 2025, we were thrilled to be recognized for the second year in a row as an Amazing Workplace®, a national recognition that highlights our commitment to supporting and celebrating our employees. Our team's compassion, dedication, and hard work are what make NoCo truly special. Every day, our brilliant employees bring our mission to life and make a difference in the lives of our patients and families.

As I reflect on 2025, I am filled with gratitude for our staff, our Board of Directors, our community partners, and our loyal donors. Your belief in our mission allows us to continue improving the health, wellness, and quality of life of all those we serve. Together, we are not just providing care, we are building a healthier, stronger North Country. Wishing you and your loved ones peace, health, and happiness in the year ahead.

With heartfelt gratitude,

JOEY MARIE HORTON
CHIEF EXECUTIVE OFFICER

OUR SERVICES AND LOCATIONS

North Country Family Health Center (NoCo) offers high quality, patient-centered healthcare to anyone who needs it. NoCo is a Patient-Centered Medical Home and a Federally Qualified Health Center. Both are designations that reflect quality of care, a commitment to breaking down barriers to care, and providing access to all. Our services include:

- Family medical care for children and adults including primary care, preventative services, and treatment of chronic diseases. Our care is comprehensive, including integrated behavioral healthcare, health education, nutrition services, and substance use screening and treatment.
- Preventative and restorative dental care for children and adults.
- School-based medical, dental, nutrition, and behavioral health services for students in the South Jefferson and Watertown City School Districts. School-based preventative dental services are also provided to students in Alexandria Bay, Copenhagen, Lowville, Lyme, and South Lewis schools as well as at Jefferson-Lewis BOCES.
- Healthcare for All is a special initiative that provides comprehensive support to individuals and families experiencing homelessness or housing insecurity. It offers healthcare, case management, and connections to vital community resources.
- Healthy Outcomes Program serves high-risk pregnant women and parenting families by providing support, education, and assistance to secure basic needs so they can focus on their overall health and the health of their baby.
- WIC issues electronic benefit cards for nutritious foods as well as provides nutrition counseling to women who are pregnant and breastfeeding, infants, and children under age 5.
- NoCo has an arrangement with North Country Prenatal/Perinatal Council (NCPPEC) to assist community members with insurance enrollment.
- NoCo is dedicated to ensuring every patient can access the care they need. We provide transportation to our School-Based Health Centers, community-based sites, and specialty appointments, and deliver essential items to patients facing barriers. We also screen all patients for transportation and other social needs, connecting them with local resources and community partners to ensure they receive the support needed for their overall well-being.



For more detailed information about each of our sites, including hours and telephone & fax numbers, please utilize this QR code.



Main Campus

**Administrative Offices
& Watertown Family Health Center**
238 Arsenal Street
Watertown, NY 13601
315.782.9450

JCC Health & Wellness Center

1220 Coffeen Street, Bldg. 17
Watertown, NY 13601
315.786.1042

LeRay Family Dental

26908 Independence Way, Ste. 202
Evans Mills, NY 13637
315.782.2628

Lowville Family Dental

7785 N. State Street
Lowville, NY 13367
315.376.4500

Lowville Family Health Center

5402 Dayan Street
Lowville, NY 13367
315.376.4600

School-Based Health Centers

South Jefferson Ctrl. School District
Watertown City School District

School-Based Dental Only:

Alexandria Central School District
Copenhagen Central School District
Jefferson-Lewis BOCES
Lowville Academy & Central Sch. Dist.
Lyme Central School District
South Lewis Central School District

WIC Offices

238 Arsenal Street
Watertown, NY 13601
315.782.9222

26908 Independence Way, Ste. 200
Evans Mills, NY 13637
315.782.9222

7785 N. State Street
Lowville, NY 13367
315.376.6427

OUR BRILLIANT TEAM

A WARM WELCOME TO THE NEWEST PROVIDERS ON OUR TEAM



Jillian Cipullo, RDH
School-Based



Taylor Edgar, LMSW
School-Based



Brianna Finn, PA-C
Lowville Family Health Center



Kylie Lansing, PA-C
Main Campus



Haile Rowsam, LMSW
School-Based



Hallie Weinman, PA-C
Main Campus



TO MEET ALL
OUR PROVIDERS



In May, NoCo staff recognized two amazing employees for their over 40 years of service to the Health Center. **Tamme Patton**, Certified Applications Counselor (*pictured on the left in both photos*), retired after 41 years and **Julie McDermott**, Facilities Manager, retired after 45 years of service. In addition to an amazing celebration, both Tamme and Julie's names were added to the NoCo recognition wall dedicated to staff who have worked at the Health Center for over 25 years.

"We are very fortunate to have so many staff who have dedicated their careers to the mission of the Health Center," comments Joey Marie Horton, CEO. "It was incredible to celebrate with both Tamme and Julie and hear stories of years past. Between the two women they had 86 years of knowledge and stories to share!"



LOWVILLE FAMILY HEALTH CENTER

2025 has brought many exciting updates to the Lowville Family Health Center (LFHC) on Dayan Street! Early in the year, Phase 1 renovations were completed to meet New York State Department of Health Article 28 standards. In March, the Dayan Street site officially became part of NoCo's operating certificate making it our fifth community-based location and the second in Lewis County.

In May, NoCo transitioned to the athenahealth electronic medical record system, creating one seamless system for all of our primary care and behavioral health services. This upgrade supports NoCo's 2024-2027 strategic plan goal to make care more accessible and convenient for patients through features like online appointment scheduling, secure text messaging, and easy portal access to medical records and results.

In August, we were thrilled to receive a \$650,000 Statewide Health Care Facility Transformation Program grant from the New York State Department of Health. This funding will help bring the entire facility up to DOH standards and will be referred to as Phase 3. Construction is expected to begin in 2026 and wrap up in 2027.

In October, work began on Phase 2 of renovations in the lower level of the building. This phase includes a brand-new primary care suite with four exam rooms, a provider office, nurse's station, and reception area. This work is being funded by a capital grant from the Northern Border Regional Commission that was awarded to NoCo in 2024. NoCo is proud to partner with GYMO Architecture, Engineering & Land Surveying and Northern Tier Contracting on this exciting project, which is expected to be completed in early 2026.



LFHC staff proudly joined one of NoCo's monthly Spirit Days to show support for Breast Cancer.



Phase 2 Construction

Work within the new primary care suite on the lower level.



INVESTING IN THE HEALTH CENTER

There are over 20,000 reasons to support our Health Center . . .

Did you know? At NoCo we provide services to 1 in 7 individuals in Jefferson and Lewis Counties.

How can you help? You can help support what we do as a sponsor for our annual Night on the River (NOTR) event, as an attendee of the event, as a year-end or quarterly donor, or by contributing to our Endowment Fund at the Northern New York Community Foundation, to name just a few options. Donations, at any level, will help us continue our work providing accessible, affordable healthcare to our neighbors in Jefferson and Lewis counties.

Our 26th annual **Night on the River** raised over **\$100,000** to help support NoCo's mission. The over 220 individuals who attended the event, a variety of local business sponsors, and our Presenting Sponsor, **A.T. Matthews & Dier and Erie Insurance** made the event our most successful to date. We can not thank our NOTR supporters enough for this year's success!

Mark your calendar for
Night on the River 2026!
Friday, May 8, 2026
1000 Islands Harbor Hotel, Clayton

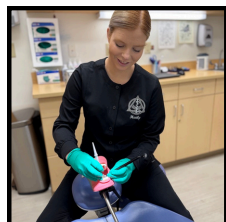
Thank you **Marsha Ringer Topa** for "**Upbound Freighter**" by **Michael Ringer**, 2025 NOTR

Help support our mission with an enduring gift or a year end donation.
Contact NoCo's Marketing & Community Relations Director,
marketing@nocofamilyhealth.org, or utilize this QR code.



SUPPORTING DENTAL HYGIENE EDUCATION

This fall, five students from Monroe Community College's (MCC) Dental Hygiene Program completed their clinical training at NoCo's Main Campus, gaining invaluable hands-on experience as they prepare to enter the dental profession. In partnership with Jefferson Community College (JCC), these students are pursuing an Associate of Applied Science (A.A.S.) degree in Dental Hygiene and will graduate upon completion of their two-year program.



Hygiene students with clinical adjunct instructor,
Kristina Thomas (far right).



NoCo was proud to open its dental suite at 238 Arsenal Street four evenings each week, providing students with the opportunity to strengthen their preventive care skills in a supportive, community-based environment. Under the guidance of two MCC adjunct instructors, both practicing dental hygienists in the North Country, students refined their clinical techniques while serving local patients. "We are thrilled to host MCC's Dental Hygiene students and play a role in their professional development," said Nicole Quintin, RDH, NoCo Dental Director. "There is such a great need for dental hygienists in the North Country, and we are proud to partner with JCC and MCC to help grow the next generation of oral health professionals right here in our community." This collaboration highlights NoCo's ongoing commitment to education, workforce development, and improving access to quality dental care across the region.



FINANCES, PATIENTS, & VISITS

January 2024 - December 2024

An independent auditor's report to the NoCo Board of Directors in October 2025 found the agency in full compliance with all major program requirements and federal award regulations. The audit report found no deficiencies of internal control or material weaknesses.

STATEMENT OF FINANCIAL POSITION

ASSETS

Cash	\$470,074
Patient Service Receivable	1,439,089
Grants/Contracts Receivable	1,132,598
Prepaid Expenses	282,840
Investments	2,574,913
Property & Equipment	5,070,513
Right of Use Assets	616,007
TOTAL Assets	\$11,586,034

LIABILITIES

Accounts Payable	\$358,703
Accrued Liabilities	1,045,533
Line of Credit	965,000
Short Term Debt	107,011
Current Lease Liability	220,105
Long Term Debt	1,748,339
Long Term Lease Liability	401,752
TOTAL Liabilities	4,846,443
NET Assets	6,739,591
TOTAL Liabilities & Net Assets	\$11,586,034

STATEMENT OF ACTIVITIES

Program Revenue

Medicaid/Medicare	\$5,529,531
Third Party Payors and Self Pay	4,378,132
Grant and Contract Revenue	4,084,870
340B Revenue	335,661
Miscellaneous Income	1,093,349
TOTAL	\$15,421,543

Expenses

Primary/Preventative Healthcare	\$13,801,598
Nutrition	1,303,419
Management/General	2,892,589
Fundraising	24,685
TOTAL	\$18,022,291

Change in Net Assets from Operations

(\$2,600,748)

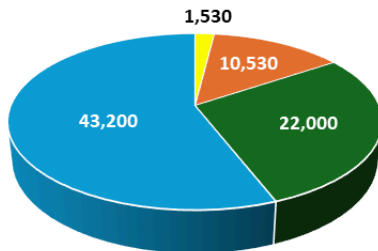
Non-Program Revenue

Contributions	172,192
Interest and Investment Income	168,626
Miscellaneous Income	2,345
CHANGE IN NET ASSETS	(\$2,257,585)

NoCo provides services to individuals of all ages, payor types, and income levels. This year our payor mix included: 52% Medicaid, 30% private insurance, 14% Medicare, and 4% uninsured or self-pay patients.

Patient Visits

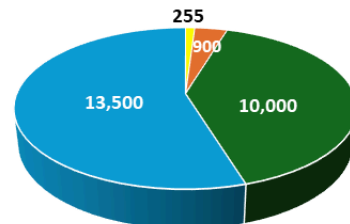
Projected Through December 2025



■ Nutrition ■ Behavioral Health ■ Dental ■ Medical

Patients Served

Patients May Receive Services in More Than One Service Area



■ Nutrition ■ Behavioral Health ■ Dental ■ Medical



20,328

The number of participant visits from October 2024 to October 2025 to NoCo's Women, Infants, and Children's Program.



Top row left to right: Nicole Quintin, April Fallon, Jana Shaw, Adrienne Amell, Erin Hunter, Jill Rice, and Scott Casler.
Bottom row left to right: Carrie Bova, Barbara Fargo, Joey Marie Horton, Heather Lupia, Jessica Jones, and Angel Carter.

NoCo Leadership Team

Adrienne Amell, *HR Director*
Carrie Bova, *Revenue Cycle Management Director*
Angel Carter, *WIC Director*
Scott Casler, *Information Technology Director*
April Fallon, *Marketing & Development Director*
Barbara Fargo, *Clinical Operations Officer*
Joey Marie Horton, *Chief Executive Officer*
Erin Hunter, *Chief Financial Officer*
Jessica Jones, *Quality & Compliance Director*
Heather Lupia, *School-Based Health & Community Relations Director*
Nicole Quintin, *Dental Services Director*
Jill Rice, *Primary Care Director*
Dr. Jana Shaw, *Chief Medical Officer*

Board of Directors

Lindsay Baldwin, *President*
Maxine Briggs, *Treasurer*
Leslie DiStefano, *Immediate Past President*
Jeffrey Ginger
Jeffery Hellinger
Jan Macaulay, *Secretary*
Shawn Maloney
Lynn Pietroski, *Vice President*
Jillian Redder
Nancy Ruetten
Eileen Snyder
Mark Taylor
Shikhar Vyas, MD
Ashley Waite



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North Country Family Health Center is a Federal Tort Claims Act (FTCA) deemed facility. North Country Family Health Center receives Health & Human Services funding and has Federal Public Health Service deemed status with respect to certain health and or health-related claims, including medical malpractice claims, for itself and its covered individuals.

North Country Family Health Center