



COMMUNITYCARE[®]
HEALTH CENTERS

20 25 Annual Report



A Letter From Our CEO

Dear friends,

This past year was marked by significant growth, meaningful collaboration, and unwavering commitment to meeting the needs of our patients. As we enter what we are calling our Year of Access, we are focusing every part of our system on improving the speed, ease, and equity with which patients connect to care. Our teams continue expanding clinic sites and service lines, while also making internal improvements that ensure patients can be seen as quickly as possible. Access is not simply an operational priority – it is central to our belief that every person deserves dignity in the care they receive.

Our patient population underscores why this work matters. In 2025, nearly all our patients who reported their income were living at or below 200% of the Federal Poverty Level (or \$66,000 for a family of four). More than half were uninsured, and just over one-quarter were covered by Medicaid. Nearly two-thirds of our patients reported being best served in a language other than English, and our multilingual staff and translation services allow us to meet this need with compassion and respect.

Our integration with Central Health is accelerating progress across the system. By aligning operations and strategy, we are creating a more seamless patient experience, improving population health outcomes, and strengthening the safety-net infrastructure for Travis County.

This integration also reinforces our value proposition: by keeping people healthy, we prevent costly interventions and save taxpayer dollars. We reduce avoidable emergency visits and hospitalizations, provide comprehensive primary and preventive care, and serve as one of Central Texas' top 40 employers, contributing to the region's economic stability.

Looking ahead to FY2026, we are prioritizing improvements in patient onboarding, expanding digital access, and bringing new and modernized facilities online. Streamlined onboarding will help new patients access care faster. Digital tools – from telehealth to mobile engagement to digital intake – will reduce barriers and enhance convenience. And new facilities will ensure that care is available where patients live, work, and learn.

It is an honor to serve CommUnityCare Health Centers and Central Health in my roles as CEO and Executive Vice President of Ambulatory Services. Our progress is powered by the dedication of our staff, the trust of our patients, and partnerships across the community. Together, we are building a more connected, equitable, and accessible system of care – one that brings value by strengthening health and opportunity for all.



**Dr. Nicholas Yagoda,
Chief Executive Officer**

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A Letter From Our Board Chair

Dear friends,

I am proud to report that CommUnityCare Health Centers continues to deepen its impact in Central Texas. In 2025, we served more than 148,000 unique patients through 557,000 patient visits, providing primary care, specialty care, behavioral health, dental services, and more.

Behind those numbers are thousands of individual stories: parents bringing their children in for care, neighbors managing chronic conditions, and people finding a trusted place to turn when they need help. As a patient, and the currently elected Chairperson of the Board, I see firsthand how deeply our community relies on these clinics and how trust is something we must earn every day. Our vision is straightforward and impactful: to ensure that the communities we serve have access to the right care at the right time and in the right place. It remains our mission to strengthen their health and wellbeing. Every day, our teams strive to fulfill this promise for the individuals and families who rely on us. Over the past year, we have continued to strengthen our partnership with Central Health. Together, we are building a comprehensive, high-quality healthcare system that creates a seamless experience for patients, eliminates barriers that delay care, and tackles health disparities throughout Central Texas.

This past year also marked an important leadership moment for us. The board formally appointed Dr. Nicholas Yagoda as CommUnityCare CEO. He also serves as Executive Vice President of Ambulatory Services for Central Health. Dr. Yagoda brings both clinical insight and a deep commitment to health equity, and his vision for a strong ambulatory care system is helping drive our next chapter of growth.

At a time when many people across the country are worried about losing access to healthcare, community health centers like ours continue to stand firmly for the idea that everyone deserves care. I am grateful to our providers, team members, leadership, partners, and supporters for your steadfast dedication to our mission. Thank you for all that you do to uphold the dignity and well-being of every person who walks through our doors.



**Guy Swenson,
Board Chair**

*MAP - Medical Access Program, CHIP - Children's Health Insurance Program



2025 Snapshot

Unique Patients Served

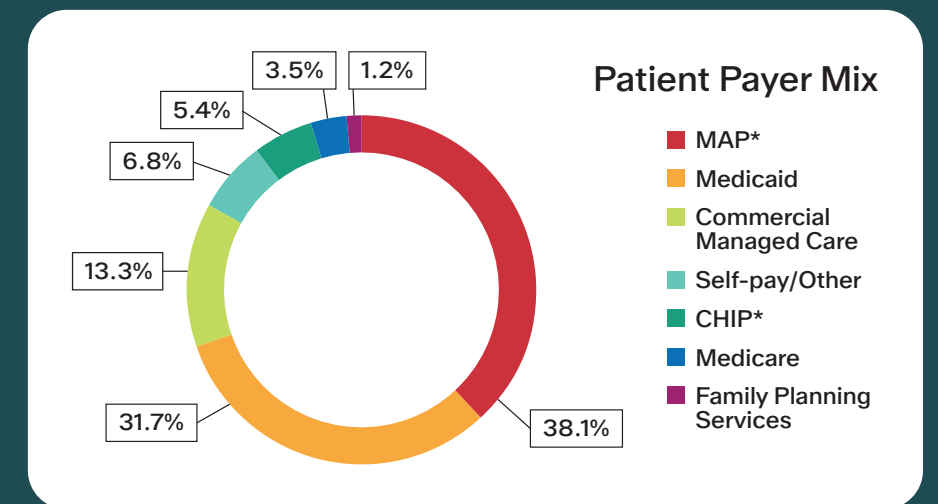
148,234

Patient Visits

Total Patient Visits: 557,741

In-Clinic Visits: 507,679

Virtual Visits: 50,062

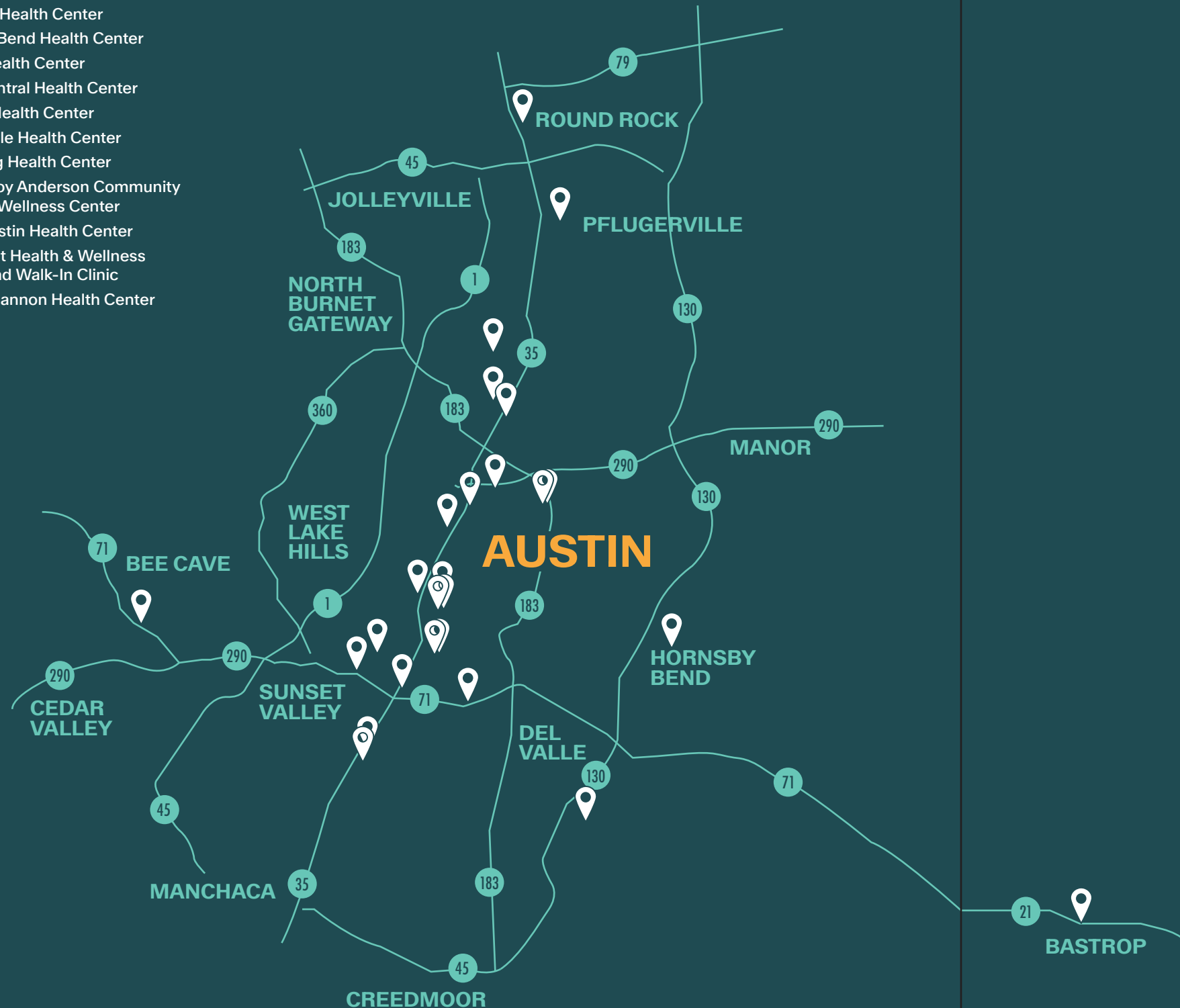


Our Clinics

- Bastrop Health Center
- Capital Plaza Specialty Clinic
- Care Connections Clinic
- Chalmers Courts Health Center
- CommUnityCare Clinic at ARCH
- CommUnityCare Clinic at BMHC
- Del Valle Health & Wellness Center
- East Austin Health Center
- Hancock Health Center
- Hornsby Bend Health Center
- Manor Health Center
- North Central Health Center
- Oak Hill Health Center
- Pflugerville Health Center
- Rundberg Health Center
- Sandra Joy Anderson Community Health & Wellness Center
- South Austin Health Center
- Southeast Health & Wellness Center and Walk-In Clinic
- William Cannon Health Center

- Carousel Pediatrics:
- Mays Crossing
 - North Lamar
 - Riverside
 - Southbrook
 - Springdale

- OB/GYN Clinic:
- Riverside
 - Springdale



COMMUNITYCARE CENTRAL HEALTH

A Collaborative Model That Sets the Standard

Created by Travis County voters, Central Health is the local public entity responsible for providing access to health care for residents with low incomes. Together, Central Health and CommUnityCare Health Centers operate under a unique co-applicant model that integrates public funding, patient-led governance, and coordinated clinical operations.

Many CommUnityCare clinics are located in facilities owned by Central Health. Central Health also administers the Medical Access Program (MAP), a locally funded coverage option that helps low-income, uninsured residents access affordable care at CommUnityCare clinics.

Together, the organizations hold Federally Qualified Health Center (FQHC) status, aligning public resources with community-based care delivery to expand access for individuals who might otherwise go without care. This coordinated model strengthens the health care safety net while ensuring services remain responsive to the evolving needs of Travis County residents.

Through this integrated approach, Central Health and CommUnityCare Health Centers continue building a more seamless system of care and advancing health equity across Central Texas.

A Year of Growth, Innovation, & Impact

CommUnityCare Health Centers in 2025

Guided by its mission to strengthen the health and well-being of the communities it serves, CommUnityCare Health Centers made significant strides in 2025 to expand access, introduce new programs, and enhance care delivery. These efforts, developed in alignment with Central Health, continue building a stronger and more connected health system for Travis County residents.



Expanding Access to Care

Throughout the year, CommUnityCare Health Centers introduced several initiatives to expand access to care and better meet the needs of the communities it serves. The following highlights represent just a few of the many efforts undertaken in 2025 to bring services closer to patients and reduce barriers to care.

The fiscal year began with the launch of IDEALhealth — Inclusive, Diverse, Equitable, Accessible, and Liberating, expanding access to inclusive sexual health services including STI and HIV testing, prevention services, family planning, and specialized sexual health care. Supported by state and federal funding, the program provides stigma-free, culturally responsive care for communities disproportionately affected by health disparities.

Access also grew with the opening of the Del Valle Health and Wellness Center, a modern facility bringing comprehensive care, dental services, and a drive-thru pharmacy to a rapidly growing community. Located in the historically underserved Eastern Crescent of Travis County, the center expands access in an area that has long faced barriers to health care and resources.

The Hornsby Bend Health & Wellness Center, also located within the Eastern Crescent, expanded services and operating hours from three to five days per week to better meet growing community need.

The Wellness and Holistic Addiction Medicine (WHAM) Clinic, a specialty care site expanding access to evidence-based addiction treatment. The clinic provides medications for addiction treatment, counseling, peer support, and integrated behavioral health services through a compassionate, whole-person approach.

To further improve convenience and efficiency, a check-in kiosk pilot program was introduced that allows patients to complete registration tasks quickly and independently, helping reduce wait times, improve information accuracy, enhance privacy, and streamline front-desk workflows.

Together, these efforts reflect a continued commitment to expanding care where it is needed most and reducing long-standing barriers to health services.

“CommUnityCare staff and doctors have provided me with first class treatment and I appreciate them from the bottom of my heart. I especially love that I am treated with respect no matter what my income levels, age, sex, or conditions are. Thank you.”

~ SEHWC* Patient

*SEHWC - Southeast Health and Wellness Center

Leadership for a Growing System

Key leadership advancements positioned the organization for continued growth and long-term impact. In FY25, Dr. Nicholas Yagoda was officially appointed as the CommUnityCare Chief Executive Officer following his tenure in the interim role. He was also appointed as the new Central Health Executive Vice President of Ambulatory Services, strengthening alignment between system leadership.

Other key leadership promotions strengthened systemwide operations:

- Tara A. Trower, Deputy Chief Executive Officer and Chief Strategy Officer
- Asad Asghar, Vice President of Business Transformation
- Cristie Pellegrini, Chief Pharmacy Officer
- Dr. Rosa De La Torre, Chief Population Health and Integration Officer
- Dr. Susan Dubois, Interim Chief Medical Officer
- October Ambrose, Vice President of People Partnerships and Engagement
- Amanda B. Hill, General Counsel

These leaders bring deep expertise and shared commitment to advancing access, strengthening care delivery, and supporting the communities CommUnityCare serves.

“The healthcare team was excellent; they went above and beyond what I expected. They were compassionate and so helpful.”

~ Hornsby Bend Patient



Strategic Initiatives



In FY25, our strategic initiatives were guided by a shared commitment to improving access, elevating the patient experience, and strengthening the systems that support high-quality care. Across the organization, teams came together to address complex challenges with a focus on innovation, collaboration, and measurable impact.

From reducing administrative barriers and expanding access points to enhancing how we communicate and engage with patients, this year's work reflects a deliberate effort to make care more connected, responsive, and equitable. At the same time, we invested in strengthening our operational foundation—aligning clinical and technological systems to better serve our growing community.

The following sections highlight key initiatives across Access & Coverage, Quality & Care Innovation, Experience & Communication, and Innovation & Integration. Together, these efforts demonstrate how strategic focus, aligned teams, and a commitment to continuous improvement can drive meaningful change for the communities we serve.

Access & Coverage

In FY25, we made meaningful progress in reducing administrative barriers and improving timely access to care—strengthening both the patient experience and the long-term sustainability of our services.

A central focus was reducing claim denials, which can delay reimbursement, create patient confusion, and divert staff time from care delivery. We set a goal of a 20% reduction by targeting key root causes and streamlining workflows. Through coordinated efforts across Revenue Cycle, clinical teams, operations, and administrative staff, we standardized processes, closed gaps, and implemented targeted solutions.

The results exceeded expectations. From FY24 to FY25, denials decreased by 37%. Registration-related denials in Q4 FY25 totaled \$114,849.38—a 31% reduction from the start of the fiscal year. Monthly denials also declined, from \$34,243.42 in August to \$30,854.30 in September. Several departments demonstrated sustained improvement, including NC* Women's Health (78.6%), SE* Women's Health (70.0%), NC* Behavioral Health (71.9%), EA* Women's Health (62.0%), and CPSD* Pediatrics (38.4%).

Decreasing Claim Denials*

- NC Women's Health: 78.6% reduction**
- SE Women's Health: 70.0% reduction**
- NC Behavioral Health: 71.9% reduction**
- EA Women's Health: 62.0% reduction**
- CPSD Pediatrics: 38.4% reduction**

As a Federally Qualified Health Center, we provide care regardless of coverage or ability to pay. By reducing administrative friction, we improved claim accuracy, reduced repeat patient touchpoints, and strengthened reimbursement predictability—allowing more resources to be reinvested into patient care.

We also expanded access through our Telehealth Clinic, which welcomed 1,941 new patients, maintained wait times of 10 days or fewer, and delivered 1,033 same-day visits. Additionally, converting no-show appointments into telehealth visits preserved more than 1,700 appointments—enhancing flexibility and ensuring patients receive care when and how they need it.

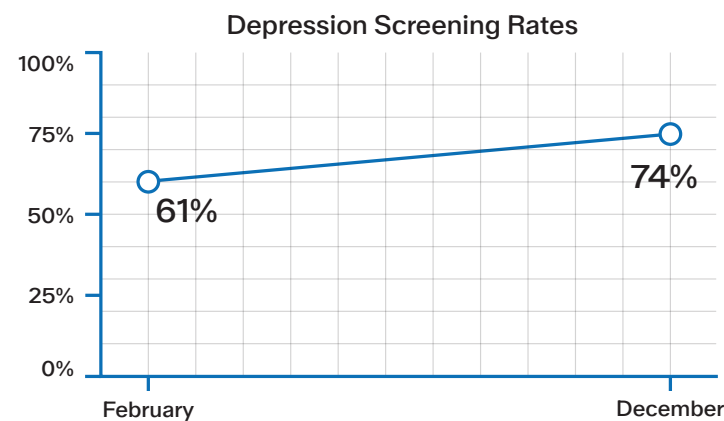
*NC - North Central Health Center, SE - Southeast Health & Wellness Center
EA - East Austin Health Center, CPSD - Carousel Pediatrics Springdale



Quality & Care Innovation

FY25 marked a pivotal year in strengthening clinical quality while building the foundation for long-term Value-Based Care (VBC) transformation.

In fall 2024, we launched an initiative to improve our Depression Screening and Follow-Up measure. A multidisciplinary team evaluated practices across clinics, standardized workflows, and introduced a MyChart-based digital screening tool. This allowed patients to complete screenings independently while improving consistency across sites. As a result, screening rates increased from 61% in February 2025 to 74% by December 2025. Three additional improvement teams were deployed in 2025 to address other clinical measures, most of which showed positive gains.



We also implemented Medicare Annual Wellness Visits (MAWVs) across all sites, completing more than 800 visits in FY25. This effort closed care gaps, improved risk-adjusted coding, and strengthened performance within value-based arrangements—reinforcing our commitment to proactive, patient-centered care.

Beyond individual measures, FY25 marked a shift from reactive, visit-based care to proactive population health management. In partnership with Health Management Associates, we conducted a VBC readiness assessment to identify gaps and guide execution. Our work focused on strengthening clinical models, enhancing contract management, optimizing Epic infrastructure, redesigning care coordination, and aligning operations with population health goals.

We began developing Key Performance Indicators (KPIs) to track progress and invested in Epic enhancements, including improved risk stratification and HEDIS* dashboards, enabling real-time insights and proactive intervention.

Together, these efforts position us to improve outcomes, expand participation in risk-based arrangements, and deliver more coordinated, sustainable care for our communities.

*HEDIS - Healthcare Effectiveness Data and Information Set

Experience & Communication

Service Excellence defines the experience we strive to deliver at every patient interaction. While prior efforts advanced this work, they lacked a unifying framework to connect actions with purpose. In FY25, our Service Excellence Workgroup established that foundation.

We began by identifying what matters most to patients and team members, analyzing patient experience surveys, incident reports, HR trends, and employee well-being data to define our “north star.” From there, we assessed current initiatives to identify strengths, gaps, and opportunities for improvement.

Two priorities emerged. First, we are establishing internal communication standards to define how we engage with one another to support coordinated, compassionate care. Second, we are advancing Trauma Informed Care (TIC) as our guiding framework. TIC recognizes that individuals’ experiences shape how they interact with care. By fostering empathy and awareness, this approach helps prevent re-traumatization and promote healing. In FY26, we will expand TIC through training, policy alignment, and implementation across all roles.

“The staff was amazing and my care was thorough. All my questions were answered and I felt cared for. As a retired nurse, I know good care.”

~ SEHWC* Patient

We also strengthened how we listen to and engage with our community. In FY25, we piloted a real-time patient feedback process, enabling leaders to monitor responses through live dashboards and respond more quickly. Insights from this effort informed our selection of Qualtrics to implement an automated Patient Experience platform in FY26.

Externally, engagement grew significantly, with social media increasing more than 20% and newsletter subscriptions rising 43.1%, alongside a 27.2% increase in open rates—reflecting stronger, more effective communication with our community.

*SEHWC - Southeast Health and Wellness Center



Innovation & Integration

In FY25, we advanced our commitment to integrated, patient-centered care by strengthening Pharmacy Services as a fully embedded partner in the care journey—serving as a driver of continuity, access, and sustainability.

A key focus was educating non-pharmacy staff on the value of pharmacy services. Through targeted training for clinic teams, referral coordinators, nursing staff, and providers, we increased awareness of offerings such as medication home delivery, prior authorization support, financial assistance programs, multilingual services, and real-time insurance troubleshooting. By introducing pharmacy earlier in the patient journey, we improved handoffs, reduced prescription leakage, and created a more seamless patient experience.

This cross-department alignment strengthened in-house medication capture and reinforced coordinated care. When care teams understand pharmacy capabilities, patients experience fewer barriers and stronger continuity across services.



We also advanced our Pharmacy Enhancement objective through the launch of a Buy & Bill pilot at Downtown Primary Care (DPC). The team implemented streamlined workflows, completed value stream mapping, and introduced key Epic enhancements—such as clinic-administered medication (CAM) ordering—to ensure accurate supply documentation.

Early results show strong impact: 20 new Buy & Bill patients, 22 conversions from outside providers, and 10 from Patient Assistance Programs (PAP), generating more than \$858,000 in reimbursed claims.

Beyond financial performance, these efforts reduced care fragmentation and expanded access to onsite HIV long-acting therapies. Together, these innovations position us to scale Buy & Bill services, increase in-house capture, and deliver more coordinated, high-quality care for our community.

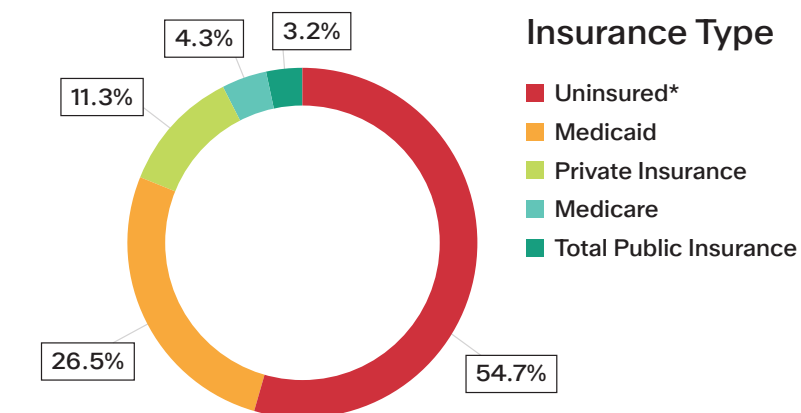
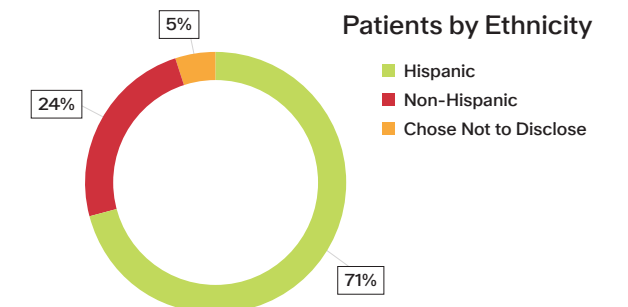
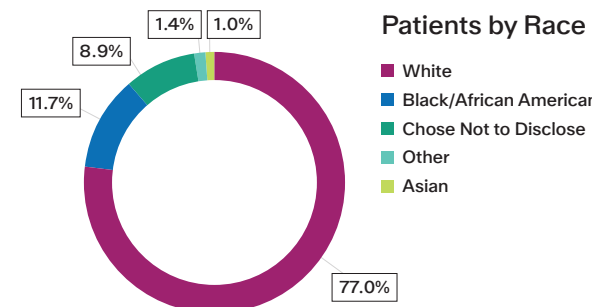
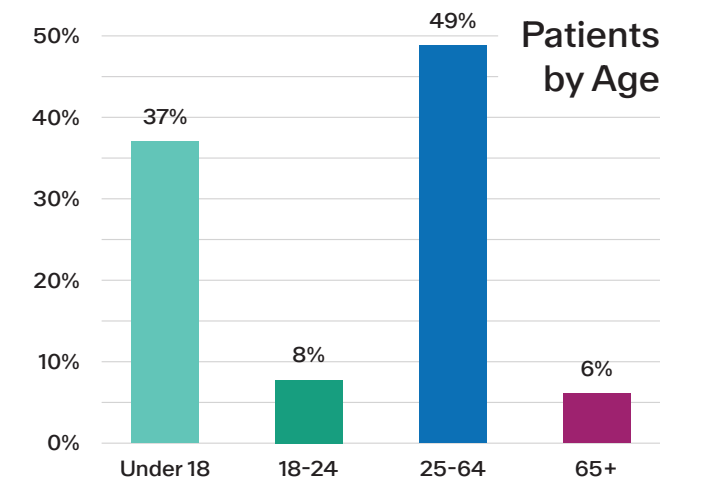
Fiscal Year 2025 Impact in Numbers

Total Appointments

535,867

Total Revenue

\$250,430,026



Total Expenses

\$252,031,231

Charitable Care

\$15,909,424

Fiscal Year 2025 Workforce Data

1319
Employees

308
New Hires



*Including participants in the Travis County Medical Assistance Program
Source: HRSA Data Set, 2025

Community Partnerships & Outreach

Community partnerships and outreach play a vital role in expanding access to care beyond the walls of our centers. In FY25, teams across the organization worked alongside local partners to bring resources, screenings, and care navigation directly into the communities we serve.

Through 59 outreach events, we collaborated with 27 community partners to provide eligibility screenings, appointment scheduling, MyChart support, and connections to medical, dental, and coverage services. These efforts helped reduce barriers and create meaningful entry points into care.

One highlight was our Back-to-School initiative, including a new partnership with Bastrop Independent School District, where 900 backpacks were distributed to students and families. Across Central Texas, these efforts reached 2,875 individuals across 595 families, with a total of 1,599 backpacks distributed—while also connecting families to health resources and services.

Partnerships with organizations such as Austin Voices for Education & Youth, the Mexican Consulate, Equidad ATX, the Rundberg Alliance, and Building Promise USA expanded our reach through health fairs, food distributions, and neighborhood events—supporting individuals experiencing housing instability, economic hardship, or reentry after incarceration.

We also strengthened our ability to address social drivers of health through Findhelp, a social care coordination platform connecting patients to local resources. In FY25, staff conducted more than 168,000 searches and facilitated over 36,000 referrals, connecting more than 18,400 individuals—approximately one in eight patients—to services such as food, housing, transportation, and financial support.

Community Impact Highlights

- 27 community partners engaged
- 59 community events attended
- 237 appointments scheduled
- 131 live coverage screenings completed, with 81 individuals gaining coverage
- 18,400+ individuals connected to social support resources

Together, these efforts reflect our commitment to meet people where they are and ensure every individual has access to the care and resources needed to thrive.



Our Community Partners



Looking Ahead: FY26 Priorities

As we look ahead to FY26, our focus remains clear: expanding access, strengthening the patient experience, and continuing to evolve how care is delivered to meet the needs of our community. The progress achieved this year provides a strong foundation for the work ahead. Guided by our mission and informed by the needs of the communities we serve, we are committed to building a care system that is more connected, more responsive, and more accessible than ever before.



“I felt well taken care of, everyone seemed genuinely interested in my health. I'm looking forward to working with community care long-term”

~ Capital Plaza Patient

Advancing Service Excellence

Delivering exceptional care experiences will remain central to our work. In FY26, we will expand our Trauma Informed Care framework across the organization, equipping staff with the training and tools needed to better understand the experiences that shape our patients' lives. By embedding these principles into everyday practice, we are fostering environments that promote dignity, trust, and healing for both patients and team members.

Expanding Telehealth & Value-Based Care

Technology and innovation will continue to expand how patients access care. Building on the success of our Telehealth Clinic, we will broaden digital care pathways and introduce additional models that improve flexibility and convenience. Through our Alternative Visits initiative, we are also expanding Medical Assistant and Nurse visit capabilities—creating faster access for services that do not require a provider appointment and allowing providers to focus on more complex needs.

At the same time, we will continue advancing our transition to Value-Based Care by strengthening population health infrastructure, enhancing data insights, and preparing for expanded participation in Medicaid and Medicare risk-based arrangements.

Access as a Guiding Principle

In FY26, access will serve as a unifying theme across our organization. From scheduling improvements and telehealth expansion to integrated pharmacy services and care coordination, we are working to remove barriers that prevent individuals and families from receiving care.

Next-Generation Patient Experience

We will also introduce next-generation onboarding and patient experience initiatives designed to strengthen engagement from the very first interaction. By expanding digital tools, improving communication, and using real-time feedback to guide improvement, we will continue building a more responsive and patient-centered system of care.

Together, these priorities reflect our continued commitment to innovation, partnership, and the belief that every person deserves timely access to high-quality care.

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Paul Ballard
Barbara Brooks-Robinson
Steven Garrett
Carlos Gormaz
Sedora Jefferson
Debbie Locklear
Maggie Saenz Ravi
Elijah Stroud

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Dr. Nicholas Yagoda, Chief Executive Officer
Tara Trower, Deputy Chief Executive Officer & Chief Strategy Officer
Dr. Susan Dubois, Interim Chief Medical Officer
Joy Sloan, Chief Financial Officer
Yvonne Camarena, Chief Nursing Officer
Dr. Rosa De La Torre, Chief Population Health and Integration Officer
Cristie Pellegrini, Chief Pharmacy Officer
Therese DeMay, Vice President of Compliance
October Ambrose, Vice President of People Partnerships & Engagements
Asad Asghar, Vice President of Business Transformation
Amanda Hill, General Counsel



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