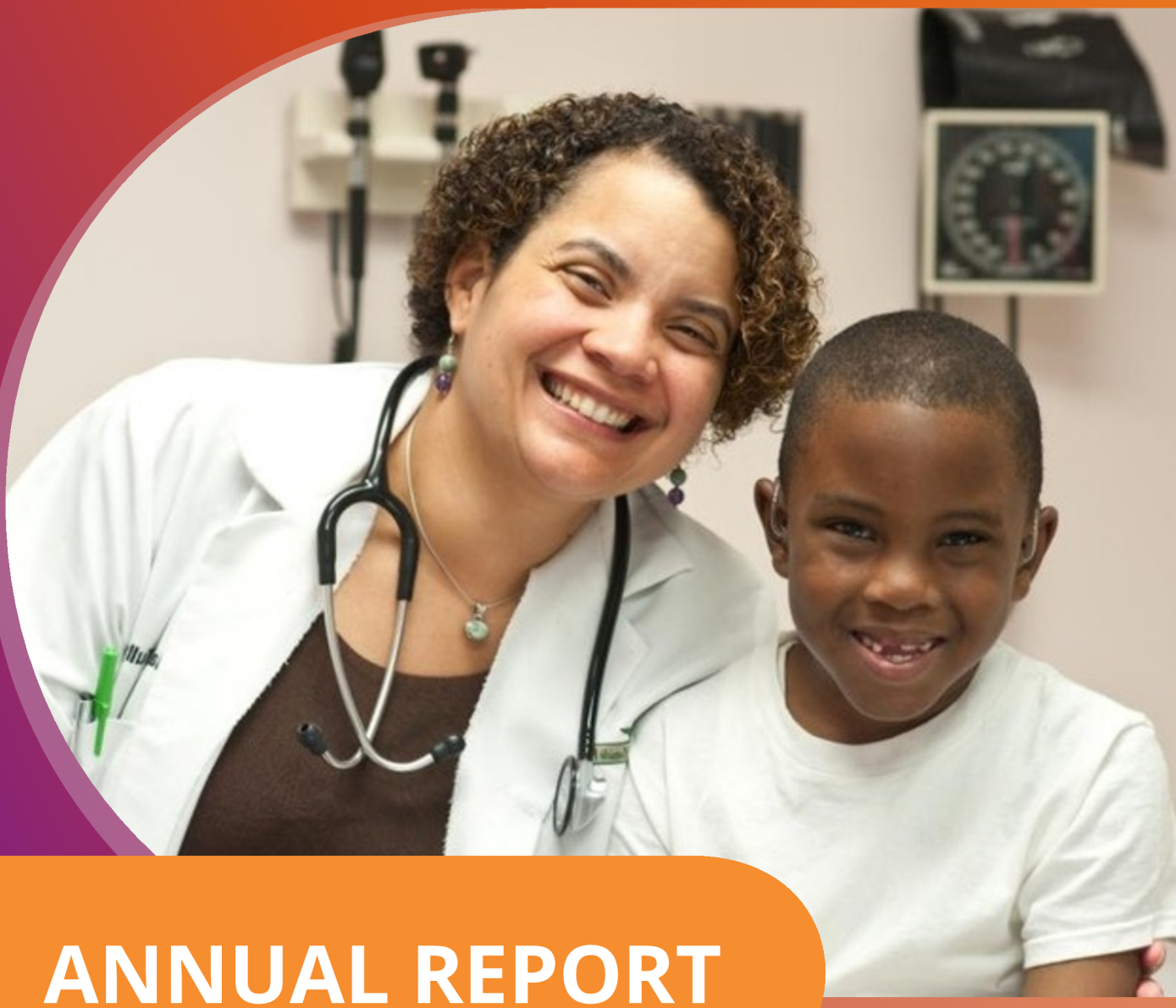
Progressive℠
Community Health Centers



ANNUAL REPORT

2025

A Message from Our Chief Executive Officer



CANDICE COLE-SMITH, MBA

Chief Executive Officer

Dear Friends and Partners,

Access to health care is not defined only by appointment availability. It is measured by trust, continuity, coordination, and the assurance that when individuals seek care, they encounter a system prepared to respond.

In 2025, Progressive Community Health Centers continued expanding access to care while strengthening the services and systems that support patient health across Milwaukee's north and northwest side neighborhoods. Guided by our mission to improve the health and quality of life of the communities we serve through responsive, high-quality care, we remained focused on meeting the changing needs of our patients.

This year marked the completion of our 2025 to 2027 Community Health Needs Assessment. Through data analysis and patient engagement, we identified key areas requiring sustained focus: chronic disease management, behavioral health access, maternal and family health, and medication access. These priorities are shaping our clinical strategy and infrastructure investments.

In response, we continued expanding integrated behavioral health services to better support both physical and mental health. We implemented Transitional Care Management to improve support after hospital stays and reduce avoidable readmissions.

We advanced maternal and family health services to support early intervention and long-term wellness. Additionally, we redesigned clinic workflows to improve appointment access, care continuity, and the overall patient experience.

A significant milestone this year was beginning construction of a full-service, on-site pharmacy at our Lisbon Avenue Health Center. This investment responds to pharmacy closures on Milwaukee's north side and reinforces our commitment to removing barriers to medication access, which is essential for effective chronic disease management.

Because of the dedication of our staff, Board of Directors, partners, and supporters, more than 16,000 patients received care at Progressive in 2025. This reflects both expanded access and sustained trust within the communities we serve. Access to comprehensive, high-quality health care should never be determined by income, insurance status, or zip code.

As we look ahead, our direction remains clear. We will continue strengthening service integration, investing in sustainable infrastructure, supporting our workforce, and aligning our strategy with measurable. community health outcomes.

Thank you for your partnership, your trust, and your continued investment in our mission.

With gratitude,

Our Community Overview

Mission:
Progressive Community Health Centers exists to improve the health and quality of life of the community by providing culturally competent services that address identified needs.

Founded
1999

Medical Clinics:



Lisbon Avenue Health Center
3522 W Lisbon Avenue



Hillside Family Health Center
1452 N 7th Street



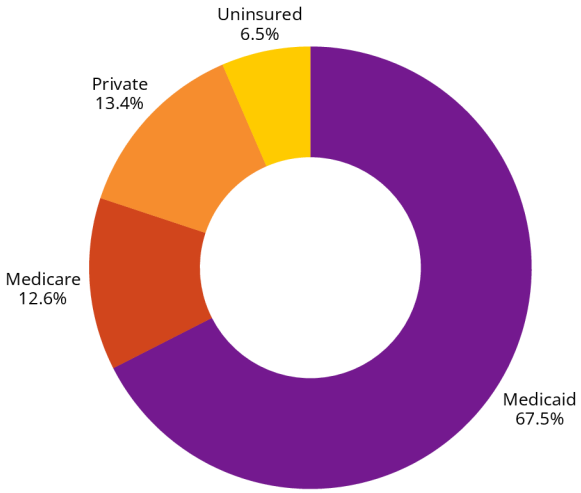
12th Street Urgent Care
945 N 12th Street

Board of Directors (2/3 are PCHC patients)
Albert Cooper, Chair
Quentin Prince, Vice-Chair
Steven Robinson, Secretary
John Grandberry, Treasurer
Janice Harrell
William Harrell
Cecilia Taylor
Greg Stadter
Kimberly Gecsi
Ella Taylor
Tina Jackson
Charmian Scruggs

Total Patients:
16,391

Of known incomes, 95.3% live at or below 200% of the federal poverty level

Insurance:



Race and Ethnicity

Black/African American..... 82.9%
White..... 9.0%
Asian..... 4.8%
More than One Race..... 0.8%
American Indian/Alaska Native..... 0.3%
Native Hawaiian/Other Pac. Island.. 0.2%
Unknown..... 2.0%

Hispanic/Latino..... 3.9%
Not Hispanic/Latino..... 95.3%

Sex:
Male..... 40.6%
Female...59.4%

Age Groups:
0-17.....30.3%
18-54...49.2%
55+..... 20.5%

Patients best served in a language other than English: 6.5%





2025-2027 Community Health Needs Assessment

In 2025, Progressive Community Health Centers completed its **2025–2027 Community Health Needs Assessment,** a comprehensive review of health trends, service utilization, and community priorities across our primary service area.

This assessment reflects both regional public health data and direct input from our patients through PCHC's 2025 Patient Needs Survey. By combining data with direct input from our patients, the CHNA provides a meaningful roadmap for continued growth and alignment with community priorities.

Many survey participants were long-term PCHC patients, offering thoughtful insight rooted in sustained relationships with our care teams. Their feedback affirmed the importance of accessible, respectful, and responsive care.

What We Have Seen and Heard from Our Community

Chronic Disease Management

Hypertension, diabetes, asthma, and obesity continue to shape the health landscape across Milwaukee's north and northwest side neighborhoods. Chronic illness management, chronic pain care, and health education were identified as important areas for sustained investment and support.

Mental and Behavioral Health

Mental health conditions were among the top concerns identified in both the regional CHNA data and PCHC's Patient Needs Survey. Patients emphasized the importance of expanded mental health services, substance use support, and care environments where they feel respected and understood.

Access to Affordable Care

Cost and insurance coverage were frequently identified as factors influencing care decisions. Respondents also shared that clear communication, cultural responsiveness, and being listened to are central to feeling fully supported in their healthcare needs.

On-Site Pharmacy Services

Changes in neighborhood pharmacy availability across Milwaukee's north side have increased the importance of stable, community-based medication access. An on-site pharmacy was among the top services patients expressed interest in seeing expanded, aligning directly with broader findings around pharmacy access in Milwaukee.

Following Through on Community Priorities

The CHNA serves as a strategic planning tool that helps guide Progressive's program development and operational priorities. Initiatives underway in 2025 reflect these community-identified needs, including:

- *Development of an on-site pharmacy*
- *Expansion of Behavioral Health services and Navigator integration*
- *Strengthening care transitions and reducing avoidable emergency department visits and hospitalizations*
- *Enhanced maternal health coordination*
- *Ongoing performance improvement initiatives to strengthen access and continuity*

The full 2025–2027 Community Health Needs Assessment was presented to and unanimously approved by the Board of Directors in July 2025.

Expanding Behavioral Health Access and Navigation

Strengthening Integrated Mental Health and Substance Use Care

In 2025, Progressive Community Health Centers continued expanding integrated behavioral health services through its Behavioral Health Service Expansion Health Resources and Services Administration (HRSA) award.

This initiative expands access to mental health and substance use disorder care within our primary care clinic, ensuring that patients receive comprehensive, coordinated support in a familiar environment.

Growth in Access

During the reporting period:

- *Unduplicated patients receiving mental health services increased by **11.5%***
- *Total mental health visits increased by **7.6%***
- *Patients receiving medication for opioid use disorder increased by **30.4%***

Behavioral Health Navigators

A cornerstone of this expansion has been the integration of Behavioral Health Navigators within clinical care teams. Navigators support screening follow-up, referral conversion, and care coordination across primary care and behavioral health. By conducting social determinants of health screenings and maintaining proactive outreach, they help ensure that referrals translate into completed visits and sustained engagement in care.

This role reduces gaps between diagnosis and treatment, strengthens follow-through for patients identified with mental health or substance use needs, and improves continuity across departments.

Navigators also support patients receiving Medication-Assisted Treatment by coordinating appointments, addressing practical needs such as transportation or insurance navigation, and maintaining consistent communication with care teams.



"When someone comes to us for help, we want to make sure we can provide the comprehensive support they need, right here. By integrating behavioral health and medication-assisted treatment into primary care, we're able to offer team-based care that supports recovery in a way that meets patients where they are."

RAYMUNDO GARCIA-DWYER, MD
Medical Director and MAT Provider



Supporting Patients After Hospital Discharge

Transitional Care Management

In June 2025, Progressive Community Health Centers implemented Transitional Care Management (TCM), a structured care coordination service that supports patients during the 30 days following a hospital discharge. This transition period is one of the highest-risk times for medication errors, complications, and preventable readmissions.

Through this program, our RN Clinical Care Coordinators:

- *Receive discharge notifications*
- *Conduct outreach within two business days*
- *Complete medication reconciliation*
- *Assess medical and social needs*
- *Schedule timely follow-up visits*
- *Monitor patients for 30-day readmission risk*

The goal is to ensure patients understand their discharge instructions, have access to medications, and receive appropriate follow-up care. By strengthening communication and coordination during this critical window, the program helps reduce preventable complications and hospital readmissions.

TCM in Practice

Pang C. Vang, RN Care Manager, brings more than 30 years of nursing experience and seven years with Progressive Community Health Centers to her work supporting patients after hospital discharge.

During one follow-up call, Pang connected with a patient who had recently been discharged with a new diagnosis and several medication changes. The patient was unsure how to adjust one prescription and was worried about how to attend multiple follow-up appointments.

TCM in Practice Continued

During the call, Pang reviewed the discharge instructions, clarified the medication changes, scheduled the patient's follow-up visit, and helped arrange transportation to upcoming appointments.

By addressing these barriers early, the care team helped the patient safely transition home and stay connected to ongoing care.

2025 Program Activity

In 2025, PCHC managed 563 hospital transitions through the Transitional Care Management program.

Of those:

- *445 patients successfully completed the 30-day transition period*
- *122 patients experienced a 30-day readmission*

This reflects a 21.7% 30-day readmission rate among discharged patients who remained engaged in care with PCHC during the transition period.

As one of our newer coordinated care initiatives, this data establishes an important baseline. In 2026, we plan to strengthen intervention protocols, expand RN involvement alongside our Chronic Care Management programming, and set measurable goals aimed at reducing 30-day readmissions.

We are also working with OCHIN, our electronic health record partner, to enhance reporting capabilities. Improved analytics will allow for deeper analysis of readmission drivers and support more targeted, data-informed care coordination strategies.

Care Redesign for Better Access and Outcomes

In March 2025, Progressive began implementing Dramatic Performance Improvement (DPI), a clinic transformation model developed by Coleman Associates. This work is designed to strengthen how care teams function together so that patients experience more timely, coordinated, and reliable care.

At its core, DPI focuses on redesigning daily workflows to better support patients. From scheduling and check-in to rooming, provider visits, and follow-up, teams examine each step of the care journey and identify opportunities to reduce delays, clarify roles, and eliminate barriers that can frustrate patients and staff alike.

Through this initiative, Progressive is working to:

- *Reduce patient wait times and improve on-time starts*
- *Increase appointment availability so patients can be seen when they need care*
- *Strengthen communication within care teams to ensure smoother visits*
- *Reduce missed appointments through proactive outreach and follow-up*

Early Operational Improvements

In 2025, our Primary Care, Pediatrics, Podiatry, and OB/GYN departments transitioned to a Simplified Schedule model, reducing scheduling complexity and expanding patient access. This change also positions Progressive for future direct patient scheduling.

Teams introduced protected huddle time at the start of each clinic session, strengthening communication and visit preparation. Provider same-day chart completion continues to improve and remains one of our strongest performance indicators, reflecting both operational efficiency and improved provider experience.



"As a provider, I feel the impact of operational challenges firsthand. When communication within clinical teams is lacking or workflows are unclear, patients feel it too. This work is about creating a clinic environment where our teams can focus fully on care, not chaos. Being well-prepared for our patients and having plans to address potential bottlenecks enhances the patient experience and ensures a smoother day for our staff. When our systems operate efficiently, patients receive the attention and continuity they deserve, and that is our mission."

TAMYRA TRICE, PA-C, MPAS
Chief Clinical Operations Officer

DPI empowers front-line staff to lead change, ensuring that improvements are grounded in real patient experiences. By strengthening team-based care and increasing operational efficiency, Progressive is building a system that is more responsive, more predictable, and more centered on the needs of our patients. This transformation work continues into 2026 as we expand and sustain improvements across clinical services, reinforcing our commitment to high-quality, accessible care for the communities we serve.

Lisbon Avenue On-Site Pharmacy: Coming November 2026

Responding to Pharmacy Closures in Milwaukee

Medication access emerged as a leading health care barrier in Progressive's 2025–2027 Community Health Needs Assessment. Recent pharmacy closures, particularly on Milwaukee's north side, have deepened the area into a pharmacy desert, where residents must travel more than half a mile to fill prescriptions. For individuals managing hypertension, diabetes, asthma, behavioral health conditions, and high- risk pregnancies, timely access to medications is critical.

Progressive's Lisbon Avenue Health Center, located at 35th and Lisbon, sits at the center of one of these pharmacy deserts. It was imperative that Progressive step forward to help close this gap.

Construction began in December 2025 on a full-service, on-site pharmacy located on the lower level of the Lisbon Avenue site. Throughout 2026, Progressive will complete the infrastructure and systems integration necessary to seamlessly add pharmacy services to our existing clinical model. We are partnering with Cardinal Capital, leveraging their experience supporting pharmacy operations within Federally Qualified Health Centers, to ensure a thoughtful and methodical implementation process.

This new pharmacy will complement our existing integrated clinical pharmacy services, strengthening medication management while ensuring same-day access to prescriptions. By aligning medical visits with on-site dispensing and pharmacist support, Progressive is building a more complete, patient-centered care model.

The pharmacy, **Progressive Community Rx,** is scheduled to open in November 2026.

Community support continues to play an important role in bringing this project to completion. In a time of economic uncertainty, community partnership is more important than ever. We are grateful for every contribution that helps bring this essential access point to life.



Please scan to support Progressive Community Rx

Advancing Maternal and Family Health

Expanding Access to Prenatal and Postpartum Care

More than 80% of pregnancies at Progressive are classified as high risk, often complicated by chronic medical conditions, behavioral health needs, and social stressors. In 2025, Progressive strengthened its maternal care model by expanding clinical access and enhancing care coordination to better support families from pregnancy through postpartum recovery.

In 2025, Progressive added a Certified Nurse Midwife to the OB team. Certified Nurse Midwives provide comprehensive prenatal and postpartum care, with a strong emphasis on patient education, prevention, and shared decision-making.

The addition increased appointment availability, reduced wait times, and strengthened continuity of care. For patients navigating complex medical and social needs, this expanded access helps ensure earlier engagement in prenatal care and stronger follow-through after delivery.

Addressing Barriers at Point of Care

Through partnership with **Elevance Health and Anthem Blue Cross and Blue Shield**, Progressive strengthened on-site food and essential supply closets to support pregnant patients and families.

Patients are screened for food insecurity and other social needs during visits. When barriers are identified, families can leave with immediate support, including nutritious food, diapers, formula, and other essentials. By integrating these resources directly into care, Progressive helps reduce stressors that can interfere with healthy pregnancies and early childhood development.

Progressive also participates in the Stork's Nest program, which encourages early and consistent prenatal care. Patients earn points for attending visits and completing health education, which can be redeemed for baby items and supplies. The program reinforces healthy behaviors while supporting families preparing for their growing family.







Community Health Worker Spotlight: Donna Whitson-Jones

For the past five years, Ms. Donna has been embedded in Progressive's OB department, working alongside nurse practitioners, physicians, nurses, and medical assistants in a daily team-based model.

Ms. Donna ensures patients stay connected to care from pregnancy through postpartum recovery. She reviews deliveries, schedules postpartum and newborn visits, and actively reengages patients who miss appointments. Her follow-up helps ensure that critical postpartum checks and newborn care happen on time.

She also addresses practical barriers that affect health outcomes. Ms. Donna connects families to transportation, food, and essential baby supplies, promotes nutrition programs, and supports families navigating benefits and community resources.

Most importantly, Ms. Donna builds trust. Patients know her by name and often work with her through multiple pregnancies. Through consistent outreach and coordination, she strengthens engagement in care and supports healthier outcomes for mothers and infants.



"When I call a mom to schedule her postpartum appointment after she's delivered, she'll sometimes tell me she doesn't need one. I say, 'Yes, you do. You just delivered a whole person a couple of days ago!' There's usually a pause, and then she says, 'You're right. Wow, I did just deliver a whole little person. Okay, let's schedule my postpartum visit.'"

DONNA WHITSON-JONES
Community Health Worker





An Investment in Safety-Net Oral Health

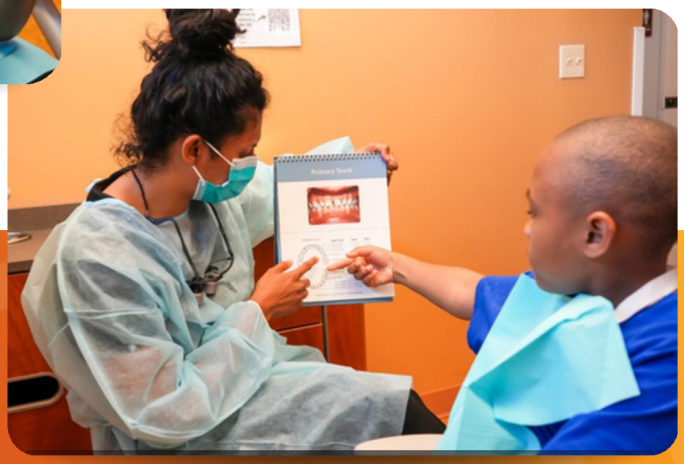
Oral health remains a significant need in Milwaukee's north side neighborhoods. Progressive's dental clinic serves more than 7,200 children and adults each year, many of whom rely on Medicaid or have no dental coverage at all.

In 2025, thanks to the generous support of the **Delta Dental of Wisconsin Foundation**, Progressive upgraded two high-volume dental operatories at the Lisbon Avenue Health Center. The Foundation's investment allowed us to replace aging dental chairs and equipment that had been in daily use for more than a decade.

Modern equipment reduces service disruptions, improves patient comfort, and supports efficient clinical workflows. Most importantly, it protects reliable access to essential dental care for families in our community. We are deeply grateful to the Delta Dental of Wisconsin Foundation for investing in the long-term strength of our dental program and in the health of the communities we serve.







2025 National Health Center Week

Celebrating 60 Years of Community Health Centers

In 2025, community health centers across the country celebrated the 60th anniversary of the Community Health Center movement. For six decades, health centers have provided high-quality, affordable care to communities regardless of insurance status, income, or ability to pay.

Today, more than 30 million patients nationwide rely on community health centers for primary care, behavioral health, dental services, and care coordination. These centers play a critical role in reducing health disparities, strengthening local economies, and expanding access to care in underserved communities.

During National Health Center Week, Progressive Community Health Centers joined health centers across the country in recognizing this milestone and reaffirming our commitment to whole-person, community-based care.

Celebrating in Milwaukee

On August 8, 2025, PCHC hosted a community celebration that brought together patients, families, elected officials, and local partners. The event began with a health center tour and continued with an outdoor gathering featuring food, wellness activities, children's programming, and educational resource tables.

We were honored to welcome representatives from federal, state, and local government, as well as the National Association of Community Health Centers. Their presence highlighted the essential role health centers play in advancing public health and ensuring access to care in communities like Milwaukee.

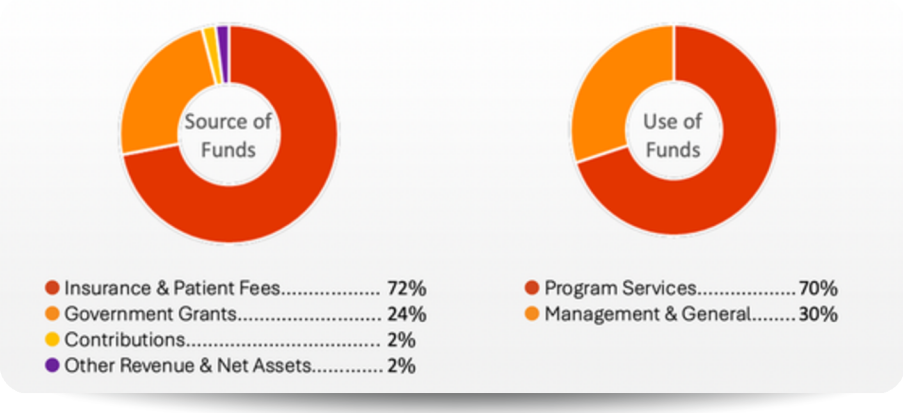
More than a dozen community partners participated in the event, offering resources related to insurance enrollment, chronic disease support, cancer prevention, food security, workforce development, and family engagement. These partnerships reflect priorities identified in our Community Health Needs Assessment and reinforce the collaborative approach that defines the health center model. National Health Center Week was both a celebration of progress and a recommitment to the work ahead.





Stewardship and Support

Fiscal Year 2025 Financials



Acknowledgements

Progressive Community Health Centers extends our sincere thanks to the many donors, foundations, corporate partners, and public agencies whose support makes our work possible.

Your investment helps ensure that individuals and families across Milwaukee have access to high-quality primary care, behavioral health services, dental care, and supportive programs close to home. Together, we are addressing health disparities, strengthening care delivery, and responding to the evolving needs of our community.

We are grateful for your partnership and continued commitment to improving health outcomes for the patients we serve.

American Cancer Society
Ann Williamsen
Barbara Zak
Cecilia Taylor
Charities Aid Foundation America
Charlotte Hayslett
Children's Health Alliance of Wisconsin
Clever Sauce Creative
Delta Dental of Wisconsin Foundation
Froedtert Thedacare Health Inc.
Health Resources and Services Administration
Herb Kohl Philanthropies
Humana Inc.
Hunzinger Construction Company
Kay M. Frederick
Kimberly Gecsi
Medical College of Wisconsin
Milwaukee Health Care Partnership
Reach out and Read
Roots and Wings Foundation
The Board of Regents of the University of Wisconsin System
United Healthcare
University of Wisconsin Milwaukee
Wisconsin Department of Health Services

Philanthropic Highlight – Herb Kohl Philanthropies

We are grateful to **Herb Kohl Philanthropies** for investing in Progressive's Community-Based Enrollment & Health Care Access Initiative, equipping enrollment staff with mobile technology to deliver real-time Medicaid and Marketplace assistance in trusted community settings and helping sustain access to care for patients impacted by Medicaid redeterminations. We look forward to sharing the impact of this initiative in 2026.