

Community Health Improvement Plan

Chittenden and Grand Isle Counties, Vermont



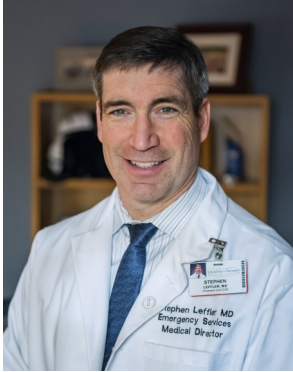
2023

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Leadership Message



A handwritten signature in black ink that reads "Stephen Leffler". The signature is written in a cursive style and includes a long horizontal flourish extending to the right.

Stephen Leffler, MD
President and COO
UVM Medical Center

Improving the health of people in the communities we serve is at the heart of our mission. Together with our committed partners, UVM Medical Center has long recognized the importance of investing in ‘upstream’ programs and initiatives that address the social drivers of health.

Facilitated by the UVM Medical Center Community Benefits Team, the 2022 Community Health Needs Assessment (CHNA) gathered diverse community perspectives to identify the top three community health priorities: Cultural Humility and Inclusive Healthcare, Housing, and Mental Health and Wellbeing.

Over the next three years, we will work to address these priorities using tactics and approaches outlined in this document, the 2023-2025 Community Health Improvement Plan (CHIP). The CHIP will guide investments, including UVM Medical Center’s Community Health Investment Fund of approximately \$1 million annually offered in community-based grants. These significant, intertwined health needs require long-term collaboration with diverse stakeholders, across sectors, to design shared solutions that build from existing strengths. This robust and inclusive approach also ensures that the voices of those most impacted are centered in the conversation.

The last few years, our resilient community has navigated unprecedented challenges. The COVID-19 pandemic has increased the urgency of existing community health priorities and also created new ones. We also now have a heightened collective awareness of systematic barriers, such as racism, that keep many Vermonters from reaching their health and wellbeing potential. Guided by this awareness, we hold steady in our commitment to advancing health equity, fostering inclusivity, and becoming an anti-racist organization.

Introduction



Introduction

About Us

The University of Vermont Medical Center serves more than 1 million patients across all counties in Vermont and its neighboring states. This includes 175,000 residents in UVM Medical Center's Health Service Area (HSA) of Chittenden and Grand Isle counties. Every three years, UVM Medical Center is legally required to complete a community health needs assessment and implement a community health improvement plan for our HSA. These efforts are facilitated by UVM Medical Center's Community Health Improvement (CHI) Department and are completed in collaboration with community partners.

What is a Community Health Improvement Plan?

A Community Health Improvement Plan, or CHIP, is developed and overseen by community partners to address the top community health priorities that are identified by the Community Health Needs Assessment (CHNA). A CHIP communicates shared goals, strategies, and collective progress. The plan builds on community assets, resources and existing initiatives.

2022 Chittenden and Grand Isle Counties Community Health Needs Assessment Summary

The 2022 Community Health Needs Assessment (CHNA) process was overseen by a diverse stakeholder group of 37 members, representing 25 community partner organizations. A primary focus for the CHNA assessment was to center the experiences and priorities of community members most impacted by historical and ongoing racial, economic, and health inequities. This assessment process helps us to better understand the existing challenges and opportunities involved in creating a healthier community, and informs UVM Medical Center's investments and programming. The CHNA was guided by two concepts:

- **Social Determinants of Health:** The U.S. Department of Health and Human Services' Healthy People 2030 structure was used to review the social determinants of health, the conditions in one's environment that affect health and quality of life outcomes.
- **Health Equity:** As defined by the Vermont Department of Health and includes "socioeconomic disadvantage, historical injustice, and other available system inequities that are associated with social categories of race, gender, ethnicity, social position, sexual orientation and disability."

To tell a more inclusive and comprehensive story of health and wellbeing, data was collected and analyzed across multiple methods:

- 32 Key informant interviews
- 70+ Secondary health indicators reviewed
- 3,771 Community survey responses
- 5 Focus group sessions

Introduction

Two health priority sessions brought together 140 community members representing 57 different organizations to review data collected. Attendees rated priorities based on impact, community readiness, and equity.

The top 3 Community Health Priorities identified are (in alphabetical order):

- **Cultural Humility & Inclusive Health Care**
- **Housing**
- **Mental Health & Wellbeing**

In addition, the CHNA findings identified populations of focus. These groups were found to experience the greatest inequities and disparities in health, many as a result of structural barriers including racism, economic opportunity, and the social determinants of health. The populations of focus include:

- Black, Native American, and People of Color
- People who are non-binary, genderqueer, fluid, and transgender
- People with Limited English Proficiency (LEP)
- People with disabilities
- People who are LGBTQ+
- Older adults over 65 years of age
- Refugees and newly immigrated individuals
- People experiencing poverty or lower socioeconomic status
- Youth

To learn more about the 2022 Chittenden and Grand Isle Counties CHNA visit:

www.UVMHealth.org/MedCenter/CHNA

Developing the Community Health Improvement Plan



Developing the Community Health Improvement Plan

Community Engagement & Defining Shared Opportunities for Action

Following the completion of the CHNA, UVM Medical Center's Community Health Improvement (CHI) Department, Community Benefits Team, with support from CHNA Steering Committee members, presented key findings and engaged in dialogue with diverse stakeholder groups. These groups included: community-based organizations, regional councils and coalitions, various health care teams, and relevant committees at UVM Medical Center. Discussions focused on identifying opportunities for collaboration, amplifying local efforts, and addressing health inequities. Lastly, for each engagement a survey was shared that asked participants to prioritize up to three strategies within each of the three Community Health Priorities.

Engagement Activities Completed (June – October 2022):

- 1 Community-wide presentation on CHNA key findings offered live, recorded and published on the UVM Medical Center Community Health Needs Assessment website
- 20+ CHNA presentations to a wide audience (150+ attendees)
- 1 Community Leader meeting to provide input into CHIP development and implementation
- 83 Strategy prioritization surveys

An Inclusive & Equitable Approach

Comprehensive review of the literature and broad stakeholder input has informed the development of a more inclusive and equitable implementation approach. Building on the strong foundation of community engagement for the CHNA process, CHNA Steering Committee members were invited to provide feedback on CHIP development, implementation, and opportunities for community collaboration. Additionally, Steering Committee members reviewed and discussed the achievability of identified strategies based on impact, community readiness, and equity. Finally, conversations acknowledged the many partners who continue to advance ongoing work in these areas, and the importance of working together.

It is important that the community champions and leaders carrying out this work are informed by the lived experiences of populations of focus identified in the 2022 CHNA. Leading with the values of inclusivity, equity, transparency, and collaboration, UVM Medical Center CHI has recruited for three new Health Priority Teams. Recruitment efforts have and continue to include a concentrated effort on diverse representation of those who experience the greatest burden of inequities and health disparities.

Developing the Community Health Improvement Plan

Chittenden Accountable Community for Health (CACH), Health Priority Teams Recruitment Efforts (July – November 2022):

- 15 individuals successfully recruited from the 2022 CHNA Steering Committee
- 7 individuals successfully recruited from the CACH members focused on 2019 CHNA priorities
- 40+ meetings held to establish relationships and discuss the role of CACH in order to engage new members
- 30+ champions recruited to date across all three Health Priority Teams

YEAR 1 (CALENDAR YEAR 2023) IMPLEMENTATION PARTNERS

Partner, Role and Description of Responsibilities

Chittenden Accountable Community for Health (CACH)

Health Priority Team Members

- Engage in training for Collective Impact¹, RBA, and Root Cause Analysis²
- Review and refine strategies provided by the community during the CHNA process
- Assist in the development and implementation of the CHIP
- Establish data collection methods and measures
- Determine approaches for including community members most affected by the priorities
- Advance health equity with each decision, discussion and/or plan element
- Analyze Clear Impact Scorecards³ to monitor progress over time
- Promote collaboration and avoid duplication of current community-based initiatives

Health Priority Champions

UVM Medical Center Leader identified per health priority

- Review progress and provide strategic guidance to CACH Health Priority Team Co-Chairs quarterly
- Review and advise on qualitative and quantitative data collected and shared via Clear Impact Scorecard
- Advocate for the Health Priority Team in any manner that would result in addressing barriers to progress
- Promote awareness of efforts to support and broaden collaboration with community and UVM Medical Center stakeholders

Developing the Community Health Improvement Plan

Strategic Advisors

UVM Medical Center Population Health Committee

UVM Medical Center Diversity, Equity and Inclusion Committee

- Review bi-annual progress reports and provide strategic input to inform strategies and opportunities for collaboration
- Provide consultation to the project lead and team, as appropriate

UVM Medical Center Community Health Improvement (CHI)

Community Benefits Team

- Lead the development, implementation, and monitoring of the CHIP (i.e., strategy development, research, documentation and reporting out progress)
- Co-Chair Health Priority Teams
- Develop and facilitate the CACH collaborative, recruiting community and hospital partners
- Facilitate Results-Based Accountability (RBA) training for all Health Priority Team members
- Lead quality improvement activities for all teams
- Develop agendas and ensure minutes are captured and posted for review
- Oversee quantitative and qualitative data collection and reporting for Clear Impact Scorecards
- Connect regularly with community-based initiatives with similar goals in order to support rather than duplicate work

UVM Medical Center Community Health Investment Committee (CHIC)

- Oversee investment of approximately \$1 million annually in community-based grants that address the top three priorities focused on by the CHIP

UVM Medical Center Mental Health and Housing Investment Committee

- Oversee operational investments of more than \$1 million annually to address mental health and housing needs of patients



Community Health Improvement Plan Summary



2022 PRIORITY: Cultural Humility and Inclusive Health Care

Access to inclusive, high-quality health care in settings where all community members feel safe, respected, and seen

<p>Top strategies identified to explore</p>	<ul style="list-style-type: none"> • Increase provider competencies to better serve diverse patients • Establish trusting relationships with historically marginalized communities • Invest in language access services, including medically trained interpreters
<p>Existing strategies and investments to build upon</p>	<p>UVM Medical Center Community Health Investment Committee</p> <ul style="list-style-type: none"> • Integrate diversity, equity and inclusion into all aspects of committee work • Ensure committee communication and grant announcements reach a diverse range of organizations, including organizations working with historically marginalized communities • Provide grants that focus on Cultural Humility and Inclusive Health Care • Funded the <i>New American Indigenous Migrant Health (NAIMH)</i> initiative: address health care provider education, improve community health literacy, optimize resource allocation and utilization, increase access and coordination of high-quality health care delivery to Vermont's NAIM population at UVM Medical Center
<p>Identified areas for collaboration between UVM Medical Center and the CACH Cultural Humility and Inclusive Care Health Priority Team</p>	<p>UVM Medical Center Diversity, Equity and Inclusion (DEI)</p> <ul style="list-style-type: none"> • Continue to identify individuals and groups within the medical center who are focused on DEI and health equity including BIPOC and LGBTQ+ Employee Resource Groups and the DEI Council • Co-develop and manage the scope of work for the new position through the NAIMH (<i>New American Indigenous Migrant Health</i>) initiative launching in January 2023. This position will be a member of the Indigenous or New American community who will work within the hospital to identify quality improvement opportunities with a focus on health equity and inclusion • Support ongoing monthly “Everyday Inclusion” DEI training for all staff at UVM Medical Center • Support the launch of a Culturally Humble Care Workgroup in 2023 to focus on education component and documentation guidelines Collaborate with Larner College of Medicine to develop equity-based clinical standards

2022 PRIORITY: Cultural Humility and Inclusive Health Care

<p>Identified areas for collaboration between UVM Medical Center and the CACH Cultural Humility and Inclusive Care Health Priority Team</p>	<ul style="list-style-type: none"> • Identify opportunities for alignment and collaboration across the organization to advance gender-affirming care • Support language access and health literacy quality improvement initiatives. Facilitate opportunities for community and patient input • Contribute towards quarterly community listening sessions to gather input and learn from priority populations to inform ongoing work
<p>Populations of focus</p>	<ul style="list-style-type: none"> • Black, Native American, and People of Color • People who are LGBTQ+ • Older adults • People with disabilities • Refugees and newly immigrated individuals
<p>Assets and resources identified</p>	<ul style="list-style-type: none"> • Total amount that CHIC grants will focus on the three CHIP priority areas: \$1,071,566.04 for FY23 • CACH Health Priority Team member contributions • Budgeted \$25,000 to be allocated across the three Health Priority Teams for FY23 • CHIP compensation plan in place available to community member participants and organizational partners
<p>Implementation partners to date</p>	<ul style="list-style-type: none"> • Health Priority Champion: Dr. Marissa Coleman, Vice President of Diversity, Equity, and Inclusion • UVM Medical Center DEI Council • UVM Medical Center BIPOC and LGBTQ+ Employee Resource Groups



2022 PRIORITY: Housing

Having safe, healthy, and affordable housing that meets the needs of all families and individuals in our community, while promoting equitable access

<p>Top strategies identified to explore</p>	<ul style="list-style-type: none"> • Expand wrap around services for people in permanent and affordable housing • Promote cultural humility training for housing services providers • Decrease the gap in livable wages and housing affordability
<p>Existing strategies and investments to build upon</p>	<p>UVM Medical Center Mental Health and Housing Investment Committee</p> <ul style="list-style-type: none"> • Total annual Housing investments: \$606,412 <ul style="list-style-type: none"> ◇ Lease units at Bonvoulier House ◇ Support day to day operations at Beacon House which is a permanent supportive housing project ◇ Hotel room rental/Short-term housing for homeless, marginally housed, and people in crisis ◇ Contract with Community Health Centers to support homeless and/or marginally housed individuals in medical respite housing operated by Champlain Housing Trust <p>UVM Medical Center Community Health Investment Committee (CHIC)</p> <ul style="list-style-type: none"> • Total amount of Housing-related grants provided: \$382,000 <ul style="list-style-type: none"> ◇ <i>Burlington Housing Authority, Housing Retention & Rapid Rehousing</i>: Supports tenants at risk of losing their housing due to medical, mental health, and substance abuse issues, or due to domestic violence or hoarding ◇ <i>Pathways Vermont, Pathways Vermont Housing First</i>: Provides permanent housing placement along with intensive community-based services to individuals with long histories of homelessness and institutionalization who are living with disabling conditions. The program utilizes local, preexisting housing stock ◇ <i>Vermont Foundation of Recovery</i>: Initiative will improve Vermont's continuum of care system for recovery from Substance Use Disorder (SUD) by increasing recovery residence's (RR) capacity in Chittenden County and connect the needed services across all sectors

2022 PRIORITY: Housing

<p>Existing strategies and investments to build upon</p>	<ul style="list-style-type: none"> • ANEW Place, Chart ANEW Path / 4-Phase Continuum of Care: Provides shelter to adults experiencing homelessness, providing holistic support and life-skill development to build a foundation with the tools to succeed
<p>Identified areas for collaboration between UVM Medical Center and the CACH Housing Health Priority Team</p>	<ul style="list-style-type: none"> • Areas for collaboration in progress with updates forthcoming
<p>Populations of focus</p>	<ul style="list-style-type: none"> • College students • Multigenerational families • People experiencing homelessness • People with disabilities • Refugees and newly immigrated individuals • Workforce, Health Care Workforce
<p>Assets and resources identified</p>	<ul style="list-style-type: none"> • Total amount that CHIC grants will focus on the three CHIP priority areas: \$1,071,566.04 for FY23 • CACH Health Priority Team member contributions • Budgeted \$25,000 to be allocated across the three Health Priority Teams for FY23 • CHIP compensation plan in place available to community member participants and organizational partners • Community Health Improvement team participation on the Chittenden County Homeless Alliance Steering Committee and sub-committee
<p>Implementation partners to date</p>	<ul style="list-style-type: none"> • Health Priority Champion: Holly Francis, Case Management and Social Work Supervisor • Chittenden County Homeless Alliance • UVM Medical Center Mental Health and Housing Investment Committee

2022 PRIORITY: Mental Health and Wellbeing

Supporting the mental health and wellbeing of all community members by offering timely services and promoting social connections

<p>Top strategies identified to explore</p>	<ul style="list-style-type: none"> • Support cultural centers and community gathering spaces • Engage with youth to understand their needs and increase resources available for them • Integrate mental health services into all pediatric and primary care clinics
<p>Existing strategies and investments to build upon</p>	<p>UVM Medical Center Mental Health and Housing Investment Committee</p> <ul style="list-style-type: none"> • Total annual Mental Health investments: \$598,177 <ul style="list-style-type: none"> ◊ Howard Center Crisis Clinicians provide 24/7 availability, 4 FTE positions funded for ED staffing ◊ Howard Center Community and Street Outreach Program <p>UVM Medical Center Community Health Investment</p> <ul style="list-style-type: none"> • Total amount of Mental Health related grants: \$715,000 <ul style="list-style-type: none"> ◊ VT Professionals of Color Network, Improving BIPOC mental health ◊ United Way, Networking Mental Health and Population Health Alliances (Mental Health Initiative) ◊ Turning Point of Chittenden County Bridge Funding ◊ Vermonters for Criminal Justice Reform, Prevention of Fentanyl Overdose Deaths <p>Chittenden Accountable Community for Health (CACH)</p> <ul style="list-style-type: none"> • <i>Screening and Intervention Action Team</i> <ul style="list-style-type: none"> ◊ Develop best practice suicide prevention training for primary care practices in Chittenden County (how to utilize the Columbia-Suicide Severity Rating Scale (C-SSRS), Stanley Brown Safety Plan and Counseling on Access to Lethal Means (CALM)) ◊ Partner with Howard Center experts to conduct best practice suicide prevention training to Chittenden County primary care practices ◊ Develop suicide safe pathway to care to foster a warm handoff for patients who screen low, medium or high on suicide risk screening (i.e., C-SSRS)

2022 PRIORITY: Mental Health and Wellbeing

<p>Existing strategies and investments to build upon</p>	<ul style="list-style-type: none"> ◇ Train primary care practices on workflow that begins with initial screening and ends with patient receiving care by in-house provider or partner organization via suicide safe pathway to care ◇ Take part in Center for Health and Learning, Blueprint and Department of Health mini-grant suicide safe pathway to care project while partnering with and supporting Thomas Chittenden Health Clinic • <i>Social Connectedness Action Team</i> <ul style="list-style-type: none"> ◇ Successful implementation of a values-based, evidence-based support program for older Vermonters supported by SASH ◇ Planning in progress for round 2 • <i>Reducing Stigma Action Team</i> <ul style="list-style-type: none"> ◇ Partnering with the Center for Health and Learning to provide U Matter suicide prevention training to crew members at PC Construction
<p>Identified areas for collaboration between UVM Medical Center and the CACH Mental Health and Wellbeing Health Priority Team</p>	<ul style="list-style-type: none"> • Areas for collaboration in progress with updates forthcoming
<p>Populations of focus</p>	<ul style="list-style-type: none"> • Black, Native American, and People of Color • Families, new parents • Older adults • People experiencing poverty • People living in rural communities • People who are non-binary, genderqueer, fluid, and transgender • Youth

2022 PRIORITY: Mental Health and Wellbeing

Assets and resources identified

- Total amount that CHIC grants will focus on the three CHIP priority areas: \$1,071,566.04 for FY23
- CACH Health Priority Team member contributions
- Budgeted \$25,000 to be allocated across the three Health Priority Teams for FY23
- CHIP compensation plan in place available to community member participants and organizational partners.
- Community Health Improvement Team participation on the Vermont Comprehensive Suicide Prevention Grant Advisory Group, Suicide Prevention Data Workgroup, Vermont Suicide Prevention Center Statewide Coalition

Implementation partners to date

- Health Priority Champion (in process)
- United Way Mental Health Initiative
- UVM Medical Center Mental Health and Housing Investment Committee



Action Plan for Year 1 (Calendar Year 2023)



Action Plan for Year 1 (Calendar Year 2023)

Goal Statement:

Launch an inclusive, community-driven process to identify and implement strategies that will best address the top community health priorities

Actions	<ul style="list-style-type: none"> • Hold kick off meetings for all three Health Priority Teams • Seek team feedback on data-informed strategies to prioritize 	November 2022
	<ul style="list-style-type: none"> • Begin development of goal(s) and action plan • Discuss Co-Chair role and determine plan for selecting Co-Chairs at February meeting 	January 2023
	<ul style="list-style-type: none"> • Update the Community Health Improvement Plan to reflect specific goals, action items and performance measures • Share first quarterly team progress report with team Champions and implementation partners, including the UVM Medical Center Population Health Committee • Create and share quarterly newsletter to inform community of progress and opportunities for input and partnership 	March 2023
	<ul style="list-style-type: none"> • Performance measures selected and scorecards created in Clear Impact to track progress • Health Priority Teams will finalize their budget for FY23 • Final draft of updated Community Health Improvement Plan is completed • Second quarterly newsletter published • Data sharing agreements are in place with community partners • Team progress report completed and updated scorecard shared with team Champions and implementation partners, including the UVM Medical Center Population Health Committee 	June 2023
	<ul style="list-style-type: none"> • Teams analyze efforts to date and modify approach, as needed • Data sharing agreements evaluated by Health Priority Teams. • Allocate any remaining FY23 funds • Third quarterly newsletter published • Team progress report completed and updated scorecard shared with team Champions and implementation partners, including the UVM Medical Center Population Health Committee 	September 2023

<p>Actions</p>	<ul style="list-style-type: none"> • Assess if new Health Priority Team members are needed to support efforts • Fourth quarterly newsletter published • Team progress report to share with their team Champion, and to report out to implementation partners, including the UVM Medical Center Population Health Committee • Draft year-end report reflecting on progress to date, lessons learned and next steps. Report to be reviewed by implementation partners and shared publicly 	<p>December 2023</p>
<p>Measures</p>	<ul style="list-style-type: none"> • Each Health Priority Team will identify specific goals, strategies, actions and performance measures 	<p>March 2023</p>
	<ul style="list-style-type: none"> • All Health Priority Team members will be offered Results-Based Accountability (RBA) training • All Health Priority Team members will receive instruction and training on how to utilize and interpret Clear Impact Scorecards • Each Health Priority Team will create and maintain scorecards within Clear Impact ⁵ 	<p>June 2023</p>
	<ul style="list-style-type: none"> • Complete data sharing agreements with relevant community partners for the purpose of monitoring and reporting progress of CHIP efforts 	<p>September 2023</p>
<p>Projected CHIP Year 1 Outcomes</p>	<ul style="list-style-type: none"> • Each CACH Health Priority Team will be fully formed and engaging in specific, measurable, achievable, relevant and time-bound actions • Clear Impact Scorecards will be developed, updated on a regularly established cadence, and shared with implementation partners • Each Health Priority Team will monitor and analyze the results of their efforts and will have made necessary, data-informed adjustments to establish Year 2 of CHIP implementation 	<p>December 2023</p>



Appendix

Community Health Best Practice Tools and Definitions

Collective Impact: a network of community members, organizations, and institutions who advance equity by learning together, aligning, and integrating their actions to achieve population and systems level change ¹

Root Cause Analysis (RCA): a term that describes a wide range of approaches, tools, and techniques used to uncover causes of problems ²

Clear Impact: training, services and a software platform that utilizes the Results-Based Accountability™ (RBA) framework to support continuously monitoring program performance and measuring impact over time ³

- **Clear Impact Scorecard:** a tool to support organizing, analyzing and sharing data with stakeholders to inform shared decision making, planning, and reporting

Results-Based Accountability (RBA): a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems ⁴

- **RBA - Performance Accountability:** focuses on measuring the wellbeing of client or patient populations involved with specific programs, organizations, agencies, or within service systems
- **RBA - Population Accountability:** focuses on measuring the wellbeing of whole populations such as communities, cities, counties, states, and nations

¹ [What Is Collective Impact - Collective Impact Forum](#)

² [What is Root Cause Analysis \(RCA\)? | ASQ](#)

³ [Clear Impact | NAWB Business & Industry Alliance](#)

⁴ Clear Impact. What is Results-Based Accountability™? Retrieved November 3, 2022 from: [Results-Based Accountability - Overview and Guide \(clearimpact.com\)](#).

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