

Culture, Experience and Community Health Impact Report 2025



Culture, Experience and Community Health Vision

A message from Stephen Leffler, MD, UVM Health CEO, UVM Medical Center President:



“At University of Vermont Health, we believe health is shaped not only by medical care, but by the experiences, environments and communities that surround us. Guided by our commitment to collaboration, kindness, safety and belonging, we work alongside patients, employees and community partners to advance equitable access to care and improve health outcomes across the region.

This impact report highlights how our investments in culture, experience and community health are making a measurable difference, from expanding mental health services and addressing social drivers of health, to strengthening language access, disability inclusion and culturally responsive care. It reflects the power of partnership, the importance of listening to community voice, and our ongoing responsibility to act with accountability and transparency.”

“Together, we are building healthier communities and creating conditions where everyone has the opportunity to reach their fullest health potential.”

— Stephen Leffler, MD, UVM Health CEO, UVM Medical Center President

A message from Carla Carten, PhD, MSOD, SVP, Chief CECH Officer, UVM Health:

“Our mission is rooted in a simple but powerful belief: **healthier communities are built when every person feels seen, respected, and supported.** This Culture, Experience, and Community Health Impact Report reflects how that belief comes to life, through partnership, investment, and accountability, across the communities we are privileged to serve.

Health does not begin or end in a clinical setting. It is shaped by where we live, learn, work, and connect. It is influenced by experiences of belonging or exclusion, access or barriers, trust, or fear. As a health system, we have a responsibility not only to deliver high-quality care, but also to address the social, structural, and cultural factors that influence health outcomes. This report highlights how we are working alongside community partners, employees, and patients to meet that responsibility with intention and humility.

Within these pages, you will find examples of measurable progress, from expanding access to mental health services for youth, to investing in economic stability and food security, to strengthening language access and disability inclusion, to supporting refugees, older adults, LGBTQIA2S+ communities, and communities experiencing poverty. You will also see how employee education, patient and community voice, and cross-sector collaboration are essential to advancing equity and improving experience across our system.

This work is far from finished. The data, stories, and outcomes shared here are not presented as endpoints, but as markers of collective momentum. They reflect what is possible when we listen deeply, align our actions with our values, and commit resources to where they can make the greatest difference.

Whether you are an employee, a community partner, a patient, a policymaker, or a supporter of our mission, we invite you to explore this report as both a reflection of impact and a call to continued partnership. Together, we can build a health system, and a region, where everyone can reach their fullest health potential.”



Culture

Aligning actions with our network values of collaboration, kindness, safety and belonging.

Employee Resource Groups (ERGs) attendance in 2025: 415 employees



1,009 staff completed Everyday Inclusion or Cultural Humility Training in 2025

NY Partners - Alice Hyde Medical Center, Elizabethtown Community Hospital, Champlain Valley Physician Hospital

- ▶ Implemented Microaggression Policy.
- ▶ Hosted 7 Culture Talks (topics: domestic violence, Indigenous heritage, Black history, LGBTQ+ topics, disabilities, etc.)
- ▶ 18% of employees at AHMC completed Non-Violent and Violent Crisis Intervention, and De-escalation training.
- ▶ Delivered Everyday Inclusion training (60 attendees including four in-person sessions for ECH), EMS-specific training, and leadership toolkits.



CVPH Giving Shift's staff-run group collected donations at a Halloween event.

Central Vermont Medical Center

- ▶ 91% of leaders trained in unconscious bias/microaggressions; 25% of workforce completed CECH courses.
- ▶ HEART Chats and team huddles support inclusion in the workplace.

Porter Medical Center

- ▶ Provided training to staff on best practices when working with 2STLGBQIA+ community members.

University of Vermont Medical Center

- ▶ Cultural Humility Training: Major participation growth; improved confidence addressing bias and creating safe spaces.
- ▶ 415 Staff attended Employee Resource Groups: REACH (Racial Equity and Cultural Humility) uplifts our BIPOC employees, while SAGE (Sexuality and Gender Equity) supports our LGBTQIA+ employees. ERG's are now offered system wide.
- ▶ Hosted 11 Equity & Justice Listening Sessions with topics including black history, weight stigma, accessibility, ageism, resilience in Healthcare, and HIV/AIDs awareness - with 728 employees in attendance.



Porter staff completed hands-on skills practice for inclusive hair care and products, improving comfort and dignity for patients with diverse hair types.

Experience

Improving the human experience by valuing the sum of all interactions shaped by an organization's culture that influences patient perceptions across the continuum of care.

-The Beryl Institute

Spotlight on Volunteers

84,370

Total Number of
Volunteer Hours
Across UVM Health

\$2,935,270

Total Amount Saved
by Volunteers



Volunteers at CVPH

Continuing Care Services

The **Home Health and Hospice Medical Respite Program** offers guests a safe place to rest, recover, and heal while receiving clinical care and personalized support services - including case management, housing navigation, and coordination with community partners such as Champlain Valley Office of Economic Opportunity, Champlain Housing Trust, and UVM Medical Center. Since its launch in October 2025, the program's two respite locations in Burlington have supported five unhoused patients through critical recovery periods and successfully transitioned one individual into permanent housing.

Department Recognition:

UVM Medical Center Radiology

- ▶ Provided in-person support for minors needing supervision, improving safety and reducing stress.
- ▶ Consulted with Multilingual Council to implement culturally inclusive headwear options for patients undergoing scans.

"This has opened the door for broader discussions about how we can better support cultural and religious inclusivity across Radiology. "

- **April Hatterick**, System Program Manager, Radiology

Porter Medical Center

- ▶ **Creating an environment that supports people in substance use recovery - Turning Point "Hope in Motion" 5K & Wellness Fair (on PMC campus):** ~150 engaged; 100 participants and 15 resource vendors.

University of Vermont Medical Center

- ▶ **CECH** provided coaching at Patient Readiness Rounds to strengthen patient/staff connections.



Preventing Bias

Safe Reports throughout the system will now include a question about potential bias during safety concerns, allowing us to address and support a more equitable care environment for all.

Activated **Modified Incident Command**, a weekly cross sector leader brainstorm for real-time response to federal policy changes to best support our patients, staff and communities.

Community Health

Partner to create healthy and sustainable local communities for all people to live, work and play and access their fullest health potential.

\$1,223,953

**Dollars Invested
Locally**

54,847+

**People
Impacted**

\$402,158,394 (FY24)

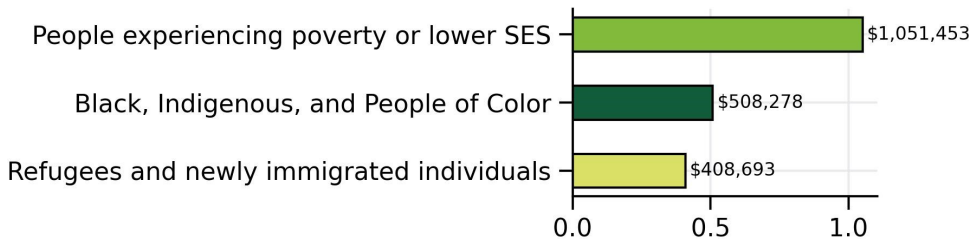
Total Community Benefit



Community benefit is a program or activity that promotes health and wellbeing in response to identified community health needs.

Community Health Needs Assessment (CHNA) Populations of Focus

Top 3 Community Investments



UVM Health supported diversity and belonging in their communities through involvement in many local events such as Pride, Juneteenth, MLK Day, and more.

Building Connections With Plain Communities

Meeting directly with local women to learn about their health needs, cultural practices, and preferences for care. Gained a clearer understanding of community size (70+ families in Burke and additional nearby Amish/Mennonite communities) and priorities.

Climate Smart Healthcare

10

Metric tons of emissions cut by reduction of single use inhalers

70%

Reduction of greenhouse gas emissions from inhaled anesthetics since 2023



Check out the Alice Hyde and UVM Medical Center [Swap Shop](#) to support a culture of sharing, reuse, and sustainability.



Pharmacy and Respiratory Therapy staff partnered to eliminate high-impact anesthetic gases and reducing N₂O waste. UVM Health advanced a culture of stewardship, improved care team experience with measurable climate benefits!

Community Health (cont.)



Health Equity Summit 2025
903 Registrants

HES Satisfaction:
4.5 - 4.8 out of 5



"I learned so much that I've now volunteered to serve on the abstract review committee. Who would have thought? Not me!"

- Alison Segar, 2025 Presenter,
Vermont Language Justice Project

4th Annual Health Equity Summit 2025: Participation & Impact

- ▶ **154** abstracts submitted, **113** abstracts reviewed
- ▶ **53** submissions from **19** states outside VT/NY, plus **13** from NY
- ▶ **327** survey responses, **4,814** platform visits
- ▶ **650** in-person attendees, **590** virtual participants



Above: 2025 HES Planning Committee Members

Program Highlights

- ▶ **27** poster sessions
- ▶ **35** panels, lectures, and workshops
- ▶ **14** exhibitors

The 2025 Summit continued to strengthen its role as a leading regional platform for cross-sector collaboration, drawing strong interest nationwide and expanding national engagement.



Left: Keynote Speaker **Loretta Ross**, an award-winning, nationally-recognized expert on racism and racial justice, women's rights, and human rights, receiving a standing ovation.

Culture, Experience and Community Health Leadership Team

The Office of CECH envisions a healthcare system where every patient, employee, community member and Board Member feels valued, respected and empowered.

Carla, Carten

System Chief Diversity & Inclusion Officer

Diane K., Imrie

System Sustainability Director

Elle, Semsey

Executive Assistant

Erin, Armstrong

System Director, Health Equity

Geera, Demers

UVM Medical Center Director of Culture and Experience

Guadalupe, Martinez

Director of Culture, Experience and Community Health

Hajar, Anvar

Integration, Inclusion & Experience Manager

Kristin, Fontaine

Supervisor, Health Equity & Community Access

LeGita M., Scott-Williams

CECH Program Manager

Louise, Barrow

Director, Patient Experience

Marissa, Coleman

UVM Medical Center Vice President of Culture, Experience and Community Health

Molly, Lawrence

Manager, Community Health Improvement

Taylor J., Small

UVM Medical Center Director of Health Equity

Special thanks to all the Employee Resource Groups, the Diversity, Equity and Inclusion/Diversity Advisory Councils, the many system and local leaders, and staff who work toward a more equitable community both inside and outside of our walls!

Healthier Communities. Healthiest Lives. Together.