

Healthcare Services with Your Family in Mind

2025 ANNUAL REPORT

Five Rivers Health Centers, a federally-qualified health center, is committed to providing access to quality, comprehensive and respectful care for our patients and community.



Five Rivers
HealthCenters

MESSAGE from the CEO

As we reflect on 2025, I am filled with gratitude and pride for all that Five Rivers Health Centers has accomplished together. This year, our team continued to live our mission in meaningful ways—expanding access, strengthening quality, supporting one another and deepening our impact across the communities we serve.

In 2025, we served more than 27,000 patients and provided more than 100,000 visits, exceeding our patient goal and maintaining access even through a period of transition. These numbers represent more than growth - they reflect trust, dedication and the steady commitment of our staff to deliver compassionate, high-quality care every day.

We also made strong progress on our 2025–2027 Strategic Plan, accomplishing 48% of our current strategic goals in the first year. From employee retention and recruitment, to technology, customer experience, financial stability and growth, our organization is building a stronger future with intention and momentum.

One of the most meaningful stories of this year has been the strength of our workplace culture. We promoted team members, celebrated excellence through employee recognition programs, launched new communication tools, completed stay interviews to support retention and announced our livable wage project for implementation in 2026. We also expanded our workforce to meet the evolving needs of our patients and operations.

Our commitment to quality and innovation remained at the center of everything we did. FRHC successfully passed the federal on-site visit and secured accreditation for the next three years. We launched and expanded important services and partnerships - including mobile health outreach, diabetic retinopathy screening, senior-focused community health support, pharmacy delivery growth, durable medical equipment access and new pathways for specialty consultation. These efforts helped reduce barriers to care and improve outcomes for the people who depend on us the most.

Beyond our walls, we continued to strengthen community awareness and connection. From senior resource events and neighborhood engagement to school partnerships, patient appreciation efforts and public advocacy, FRHC remained visible and active in the region. We were honored to receive community recognition, expand media presence, and represent the voice of community health on important regional and national stages.

Financially, 2025 was a year of strength and stewardship. We increased pharmacy growth and penetration and improved our bottom-line margin. We also completed 90% of the new Xenia campus, grew our development efforts and secured important grants and partnerships that will help sustain our work into the future.

None of this would have been possible without the extraordinary commitment of our employees, providers, board members, partners, supporters and patients. Thank you for believing in our mission and for helping Five Rivers Health Centers continue to grow as a place of healing, hope, and opportunity.

As we look ahead to 2026, I am excited about what is next. We will continue building on this year's momentum—investing in our people, expanding access, advancing innovation and strengthening the health of our communities. Together, we are not only closing out a great year - we are preparing for an even brighter future.



GINA MCFARLANE-EL, CEO

A handwritten signature in black ink that reads "Gina McFarlane-El".

Measuring Our Progress

Total patients:

27,165

Total visits:

101,608

Positive Work Environment



Added 17 new positions - pharmacists, physicians, billing staff, transportation, NP, clinical support staff and Manager of Development

Several managers completed training the Miami Valley Nonprofit Collaborative Leadership Training courses.



Promoted five employees

People Department completed 149 stay interviews with current employees and check-in sessions with new employees to gain feedback for retention



Provided 8 hours of TOP for 81 employees to volunteer and serve the community

Pump Up your Peer and **Toot Your Own Horn awards** gave \$500 or 8 hours of TOP to ten employees with an additional grand prize of \$2,000

Quality Improvement

Saw a 23% increase in pharmacy deliveries



Began distributing durable medical equipment on-site to patients in our podiatry and sports medicine clinics



Rolled out paperless medication guides and education material for pharmacy patients

Added 2 Retina Vue cameras for diabetic retinopathy screening



Added point-of-care lead testing at our Peds Edgemont site with plans to expand

Gave 14 Superstar Awards to providers for outstanding quality



Received an increase to our CompuNet grant of **\$100,000** to support uninsured patients that need lab work

Community Engagement



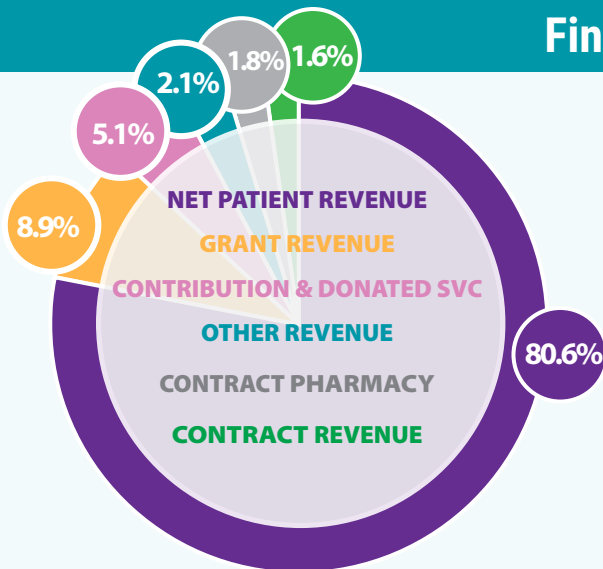
Received the 1st Annual Dayton **Art Champion Award** and the OACHC People's Choice Award for our art program

Held community events, including the 2nd Annual NW Dayton Senior Resource Fair, Food for the Journey Lunch, Rock the Block, and a Doula event for women's health

Partnered with the **Miami Valley Meals** program and thanks to the work of Shannon Circle, licensed dietitian, we provided 3,600 frozen meals to our patients at Edgemont Campus. This program will expand in 2026 to other sites.

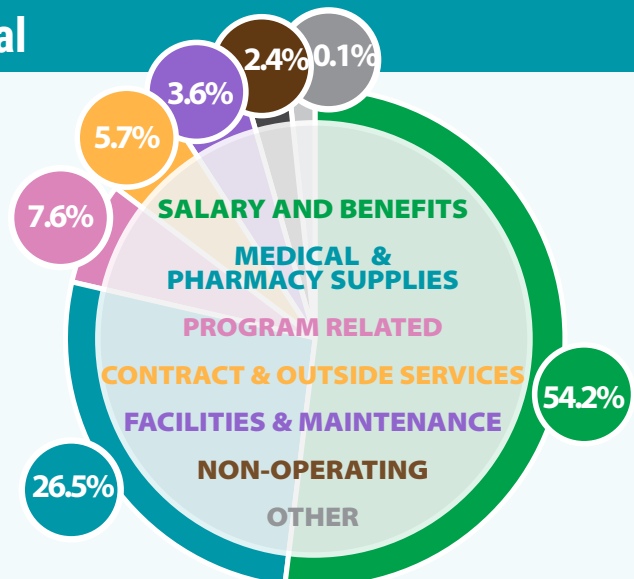
Provided more than **\$50,000** of financial assistance from our PATH fund to ensure our patients had access to birth control, outside specialists, ultrasound and dentures

Financial



Revenue

Revenue Source		% of REVENUE
Net Patient Service	46,918,932	80.6%
Grant Revenue	5,172,149	8.9%
Contributions & Donated Services	2,962,497	5.1%
Other Revenue	1,214,142	2.1%
Contract Pharmacy	1,040,536	1.8%
Contract Revenue	912,826	1.6%
Total Revenue	58,221,082	100%



Expenses

Expense Source		% of EXPENSES
Salary & Benefits	28,327,510	54.2%
Medical & Pharmacy Supplies	13,835,550	26.5%
Program Related	3,972,440	7.6%
Contract & Outside Services	2,966,893	5.7%
Facilities & Maintenance	1,866,872	3.6%
Non-Operating	1,250,673	2.4%
Other	36,724	0.1%
Total Expenses	52,256,662	100%

Our Program Ratio was 86.5% - 86.5 cents of every dollar spent goes directly towards our programs/core mission.

Earned over \$3M in value-based care revenue in 2025 for our performance in calendar years 2022 & 2024. FRHC shared 50% of the value-based care incentive with our employees, a 211% increase from the previous year's payout.

Filled 230,091 prescriptions, a 22% increase from 2024

Raised \$45,979 through the work of our new development department

Received \$635,000 in donations for maternal health, pharmacy robot for the Xenia campus, Dayton Public School-Based Health Center, and new Senior Resource Pantry

Added a new AI tool to help with physician documentation, billing and Medicare collections

From ICU... to an amazing health recovery



It was a rainy morning on November 10, 2024. Al Minor had recently taken his first sick day from work in more than five years. Other than the recent stomach flu, he had been the picture of health. He often exercised, watched his diet and attended local county-sponsored health fairs. That is why it was a shock to his entire family when his wife notified them that he was admitted to the hospital in intensive care with a blood sugar level of 800 and an A1C of 15!

That morning he was extremely sluggish, could barely walk or talk. His wife Lisa quickly helped him get dressed and rushed him to emergency. Not being able to stand once he arrived at the hospital, a volunteer quickly brought a wheelchair to the car and helped his wife rush him into the emergency lobby. The security guard quickly took him back to the examination room where he was immediately hooked up with IV's admitted to the Intensive Care Unit. The diagnosis was Ketoacidosis triggered by type 2 diabetes. He had never been diagnosed before and did not have any other medical issues, not even hypertension.

During his hospital stay in the ICU, his wife Lisa was told he'd need to have follow-up care with a physician once discharged. She immediately called her primary care physician, only to find out she was not taking any new patients. She then started calling any doctor's office she had heard of and kept getting the same response, "No openings" or "We aren't taking new patients." She remembered that Five Rivers Health Centers was in her neighborhood and that they also had multiple services in addition to primary care. She was pleasantly surprised when FRHC immediately accepted him as a patient and saw him within 48 hours of his release.

"The service at Five Rivers was beyond our imagination," said Al. "Under their care, I received one-on-one counseling from the pharmacists, a dietitian and the primary care physician. This was so important, because my situation was severe and I was prescribed five insulin shots per day."

Throughout 2025, Al followed the guidance of the entire medical team, documented his numbers and monitored his carbs. Within 12 months of diagnosis, his numbers are now stable. Al continues to monitor his diet and numbers with his Dexcom, but no longer needs any insulin.

Al said, "I credit the swift care of the entire Five Rivers staff for my total recovery and reversal of Type 2 diabetes. I am truly grateful to have a high-quality health center in my community, serving people of all backgrounds."

Today, Al monitors his meals, eats no sugar and continues to follow the doctor's orders. He wants everyone to know that Type 2 diabetes does not have to be a lifelong illness.

"With the right medical care, diet and exercise, it can be reversed," Al said with a smile. "With Five Rivers' help, I went from needing five insulin shots a day to zero."

"I am truly grateful to have
a high-quality health center
in my community, serving
people of all backgrounds!"

Thank you, Al, for trusting Five Rivers Health Centers with your care.



Contact Us
(937) 281-6800



Five Rivers
Health Centers

FiveRiversHealthCenters.org

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Mindy Lindsey CHIEF PEOPLE OFFICER

Locations

DAYTON PUBLIC SCHOOL-BASED HEALTH CENTER

1923 W. Third Street Dayton, OH (937) 281-6800

EDGEMONT CAMPUS

DENTAL

INTERNAL MEDICINE

PEDIATRICS

WOMEN'S HEALTH

721 Miami Chapel Road Dayton, OH (937) 281-6800

FAMILY HEALTH CENTER

2261 Philadelphia Drive

Dayton, OH (937) 281-6800

PHARMACY-EDGEMONT HEALTH CENTER

721 Miami Chapel Road Dayton, OH (937) 329-9786

PHARMACY-FAMILY HEALTH CENTER

2261 Philadelphia Drive Dayton, OH (937) 802-9381

PHARMACY-XENIA CAMPUS

34 S. Allison Avenue Xenia, OH 45385 (937) 600-4113

SAMARITAN HEALTH CENTER

921 S. Edwin C. Moses Blvd.
Dayton, OH (937) 281-6800

SAMARITAN CLINIC FOR WOMEN AND FAMILIES

120 W. Apple Street, Suite C Dayton, OH 45409 (937) 281-6800

XENIA CAMPUS

34 S. Allison Avenue
Xenia, OH 45385 (937) 281-6800