



2025

Annual Report



Brian Ferrans
Executive Director



Every day, our team comes to work with a simple purpose: helping people get the care, support and information they need to live healthier lives. Whether it's connecting someone to behavioral health services, affordable dental care, health insurance coverage or trusted community resources, we're committed to making care more accessible, more connected and more responsive to the needs of northern Larimer County.

It's an honor to share my first annual report message as executive director of the Health District. While I joined the organization after much of the work highlighted in this report was accomplished, I have had the privilege of knowing the Health District for many years as a previous employee and a close community partner. Long before I stepped into this role, I saw an organization built on compassion, innovation and a genuine commitment to improving lives. That strong foundation, created through decades of dedicated employees, visionary leaders, community partners and Board

members, is something I deeply appreciate. I'm honored to help steward this into the future.

The accomplishments highlighted in this report reflect commitment. Throughout 2025, the Health District continued advancing its Health Equity Strategic Plan to help ensure everyone has equitable opportunities to achieve their best possible health.

"We're creating more connected pathways to health for everyone."

We strengthened relationships through our first employee Day of Service and took an important step toward creating a more connected experience for clients by bringing our services together on a single campus, making it easier to access the care and support people need. Improving community health is about more than delivering services — it's about building trust, removing barriers and meeting people where they are.

Equally important was the continued investment in the people and systems that make this work possible. By strengthening our organizational culture, supporting employee growth and modernizing internal systems, we're building an organization that is better equipped to serve our community today and for decades to come.

As we look ahead, our greatest opportunity isn't simply to provide excellent services, but to deepen our engagement with the community, strengthen partnerships and work alongside others to address the root causes that influence health. Lasting improvements in community health require all of us, whether healthcare providers, schools, nonprofits, local governments, businesses and residents, working together. The Health District is uniquely positioned to help bring those partners together while listening to the voices of our community.

Thank you for the trust you place in the Health District. We're proud to serve northern Larimer County, grateful for the partnerships that make our work possible and committed to building a healthier, more connected community for generations to come.

Erin Hottenstein
Board President



What is a special district?

As a Board, we're proud to serve our community through the Health District. We're a special district, which isn't always a familiar concept.

A special district is a local government created by voters to focus on a specific community need. In our case, that need is accessible healthcare.

The Health District is funded by local taxpayers and governed by a Board of

Directors. That means we're accountable to the people we serve, and our focus is on the community's benefit — not necessarily profit.

Every decision we make is guided by a simple question, albeit one with a complex answer: How can we help improve the health and well-being of our northern Larimer County neighbors? Whether it's through our services or connections to area resources, we're

here to make sure people of all backgrounds and lived experience can access the help they need to reach better whole-person health.

Thank you for allowing us to serve our community in this way. It's an honor to do so.

"Every decision we make is guided by a simple question: How can we help improve the health and well-being of our northern Larimer County neighbors?"



The Health District is

Our Board of Directors

The Health District is governed by a dedicated five-person Board of Directors, whose members are elected by the community and serve staggered terms.



Erin Hottenstein

President

Term expires in 2027



Lee Thielen

Vice President

Term expires in 2029



Sarah Hathcock

Secretary

Term expires in 2029



Julie Kunce Field

Treasurer

Term expires in 2029



John McKay

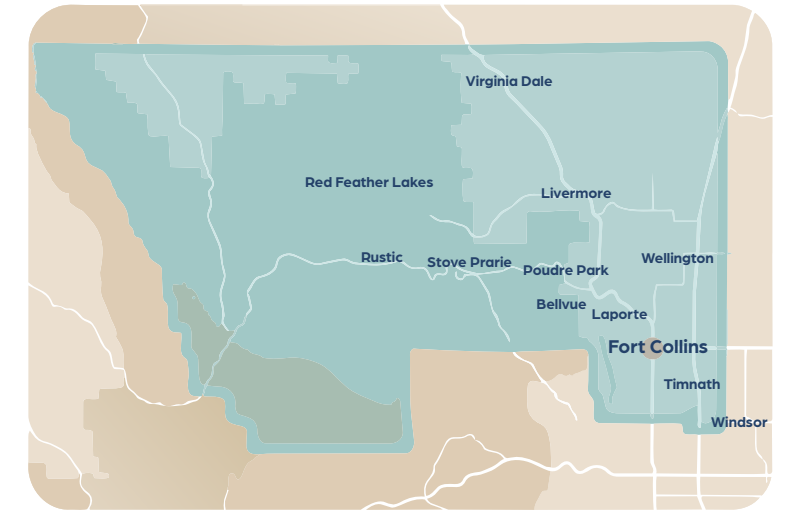
PVH Liaison

Term expires in 2027

Our mission: to enhance the health of our community

Our vision: a northern Larimer county where everyone can live long, live well and access the care they need to thrive. We envision a community that values health, removes barriers to care and works together to create opportunities for every person to reach their best possible health.

What we believe: Health is about much more than healthcare. It's about opportunity, equity, knowledge and support. And communities are strongest when people work together to solve public health challenges. We value that collaborative work, where we invest in prevention, education and new ideas that help people thrive. Decisions should be grounded in evidence, guided by trust and made with the future in mind.



Included within the district area: Fort Collins, Timnath, Laporte, Wellington, Bellvue, Livermore, Red Feather Lakes, Virginia Dale and far west neighborhoods of Windsor. The mountain communities of Stove Prairie, Poudre Park and Rustic also fall within the district.

Health District services on our client campus:

- **Dental care** — quality, low-cost dental care and sliding fees for those who qualify
- **Behavioral health resources** — support for adults and youth that includes therapy, medication management and psychological assessments for kids
- **Health coverage guidance** — free, unbiased help from our Larimer Health Connect team

By the numbers

People served by program

Unique clients served across the Health District's three primary client service programs.



- Family Dental Clinic: 2,277
- Larimer Health Connect: 2,152
- Behavioral Health: 2,007

Delivered services through more than
11,000
client appointments.

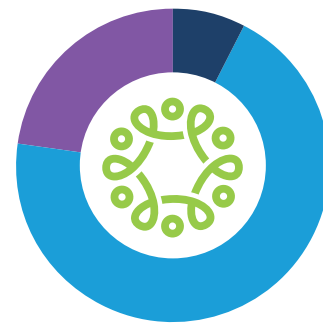
From behavioral health referrals to dental care and health insurance enrollment, the Health District helped thousands of northern Larimer County residents access care and support in 2025.

Behavioral Health clients served



- Adults: 1,135 – 57%
- Youth: 888 – 43%

Appointments delivered by program



- Family Dental Clinic – 7,671
- Larimer Health Connect – 2,508
- Behavioral Health – 856



*Nearly
70% of all
appointments
delivered*



40%

At least
of clients who had
appointments enrolled
in health coverage.

Additional services included help submitting verifications, troubleshooting coverage, and education about benefits and coverage.

10+

Languages served,

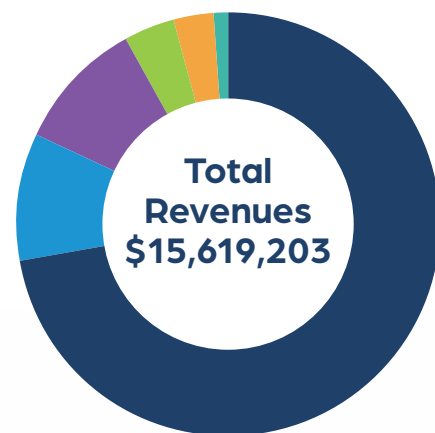
including Spanish
and American
Sign Language.

About 800 clients identified a preferred language other than English.

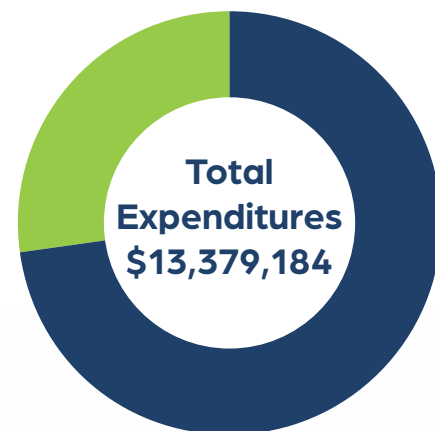
We offer interpretation services for over 230 languages, including:



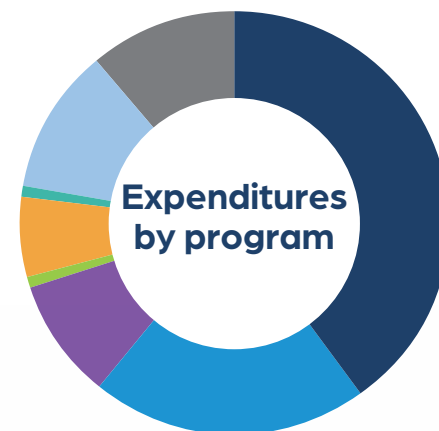
By the numbers



- Tax revenues
- Lease revenue
- Service revenue
- Investment earnings
- Contributions
- Other revenue



- Program operations
- Administrative and general



- Oral Health
- Behavioral Health
- Access to Care
- Innovation & Quality
- Data & Analytics
- Health Equity
- Community Engagement
- Partnerships

Billable services provided

16,679

dental and behavioral health services delivered in 2025

Community partnerships

\$625,000

invested in community partners

Finance improvements

New financial and budgeting systems implemented to improve reporting and decision-making.

Health and well-being start with far more than an appointment. It starts with feeling welcome and heard, and having a fair opportunity to live a healthy life. Our Health Equity Strategic Plan was created as our commitment to removing barriers, listening to our community and making sure everyone has the support to thrive. It explores historical context, our current state and provides a two-year action plan.

What is health equity?

The Health Equity team collaborated with all staff members at the Health District to create this definition:

At the Health District, health equity means that every person has a fair opportunity to achieve their highest level of health and well-being. It's our responsibility to:

- Strengthen organizational capacity
- Support total well-being
- Find and address barriers
- Center community

We're committed to those we serve and our team. We'll listen, learn, act and keep improving.

Why does it matter?

Facing barriers to healthcare can be exhausting and frustrating, especially when someone is already dealing with illness or stress. Factors like housing, transportation, language access, education, income and a sense of belonging all affect a person's well-being. Health equity gives people information and tools to make decisions confidently about their health. When they know they're not alone, they feel empowered. That empowerment gives them hope.

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How are we making a difference?

Through the plan's guidance, we're making sure our services are welcoming, reassuring clients and patients that they belong and that their evolving needs are being met with responsiveness. This means looking at how we communicate and make every interaction more supportive and accessible.

We're also strengthening community partnerships by improving our systems, making it more seamless for people to get the care and resources they need.

Our neighbors' feedback and lived experiences matter, and we're listening.

How do we know we're making progress?

Community input and partnerships help us identify gaps and measure our impact. But ultimately, progress is measured by what changes in people's lives. When care is less complicated and more accessible, we use the related data to understand what's working and how to improve even further.

At the Health District, health equity means that every person has a fair opportunity to achieve their highest level of health and well-being.

IT'S OUR RESPONSIBILITY TO:



Support total well-being

Many factors affect overall health and well-being. We work to provide services that meet each person's needs.



Find and address barriers

We work to make changes to unfair systems that create barriers to better health.



Center community

Our community guides our work. Building trust and working together helps us improve health for everyone.



Strengthen organizational capacity

We're committed to those we serve and our team. We'll listen, learn, act and keep improving.



Community Partnerships Q&A

with Senior Partnerships Strategist Rebecca Toll

Q: Why did the Health District update its partnership approach in 2025?

Rebecca: Community health needs continue to change. In 2025, the Health District shifted from shared staffing arrangements to funding partnerships with community organizations, creating a clearer, more consistent approach that strengthens collaboration and improves accountability for public resources.

Q: How does the new partnership model work?

Rebecca: Instead of sharing staff with partner organizations, the Health District provides funding to support health services delivered by trusted community partners. This approach allows each organization to focus on its strengths while working toward shared community health goals.

Q: Which organizations received partnership funding in 2025?

Rebecca: Funding supported services provided by Salud Family

Health, UCHHealth Family Medicine Center, SummitStone Health Partners and Poudre School District. These partnerships expanded access to primary care, behavioral health services, school-based mental health support and care for people with complex health needs.

Q: How does this benefit the community?

Rebecca: The updated partnership model expands access to care, strengthens coordination across the local health system and helps ensure services are available where they are needed most. It also provides greater transparency and accountability for how public funds are invested.

Q: What does this mean for the future?

Rebecca: The Health District will continue working with community partners to address changing health needs, improve health outcomes and make the greatest possible impact through collaborative, community-based care.



140+

Community outreach,
education and
enrollment activities

4,800

Community members
and partners reached

Where we connected

- Resource fairs
- Health and wellness events
- Enrollment clinics
- School and family events
- Partner meetings
- Cultural celebrations

Topics we covered

- Health insurance literacy
- Naloxone and overdose awareness
- Mental health resources
- Health District programs and services





The people behind the programs

Of course none of this work would be possible without the compassion and commitment of our staff. They show up ready to listen with understanding and sensitivity to clients’ and patients’ lived experiences and challenges.

Their expertise is critical, but so is their kindness, patience and genuine care for others. We’re proud of the impact they make in people’s lives every day.



"Many people in this community are one catastrophe away from needing

community services. I've kept that in mind while helping our patients for more than 20 years. We're living in strained economic times, and if my team and I can be the ones who put a community member at ease, to lift a small portion of a burden or concern for them, that's everything."

-Kris Hemby



"After 25 years, I continue to do this work because I believe everyone

deserves access to quality health care. Every day, my team and I help people overcome barriers to coverage and seeing how that access can change — or even save — a person's life is what continues to inspire me. Our work truly has a lasting impact on people's lives."

-Rosie Duran



"After 11 years, I continue to do this work because of the mission and the

people. Every day, my team and I help our employees succeed by supporting them through each stage of their journey with us. I find being at the intersection of business success and human potential is meaningful work."

-Julie Kenney

Before and after: support staff

While our work looked different from team to team, the work we did in 2025 — every improvement, project and decision — helped move the Health District closer to a community where everyone has the opportunity to thrive. The following before-and-after impacts reflect what our teams did and continue to do today.

Facilities

Ultimately, Facilities is about creating spaces that are safe, welcoming, functional and supportive of the important work happening inside them.

Before	After
Buildings	Places of care
Walls	Welcome
Maintenance	Reliability
Locations	Connections

IT

IT makes things work, connect and protect, turning tech from a barrier into a tool.

Before	After
Systems don't communicate	Information flows where it's needed
Staff spend time troubleshooting	Staff spend more time serving people
Security risks	Protected medical data

Marketing and Communications

The MarCom team helps turn complex information into engaging content that informs staff and helps clients and patients understand Health District services.

Before	After
Complex	Clear
Technical	Accessible
Fragmented	Actionable
Impersonal	Human

Finance

People often think Finance is about numbers and budgets, but the impact is much bigger. For example, Finance links taxpayer dollars to outcomes by making sure taxpayer dollars are used effectively across Health District programs and services.

Before	After
Resources	Community benefit
Transactions	Trust
Stewardship	Sustainability

Human Resources

HR is about the human outcome rather than the function of a department. They turn potential into growth by emphasizing the importance of recruiting, development, coaching and retention.

Before	After
Employees	Thriving teams
Workplace	Culture
Hiring	Belonging
Policies	People support

Strategy and Impact

Much of this team's work involves planning, measuring, evaluating and helping the organization make better decisions.

Before	After
Data	Decisions
Information	Action
Assumptions	Evidence
Questions	Tracked Insights

Client Services

Client services is where the Health District's mission becomes real for people. They take "I don't know where or how to start" to "I know where to go and what to do next."

Before	After
Complex navigation	Clear pathways
Uncertainty	Understanding and confidence
Seeking help	Finding compassionate support

The people behind the programs

Administrative support

Keeping operations moving smoothly, administrative support is less about a specific service and more about enabling everyone to do their work effectively.

Before	After
Confusion	Coordination
Details	Progress
Moving parts	Momentum
Requests	Action

Health Equity

Health Equity helps turn barriers into opportunities, making sure that where someone lives, who they are and the challenges they face don't prevent them from accessing the care and resources they need.

Before	After
Barriers	Hope
Gaps	Access
Voices unheard	Inclusion
Differences	Strengths
Where you are	Where you could be



Health District staff volunteered at FoCo Cafe's community garden during the annual Day of Service.



"This year, our Marketing and Communications team developed a comprehensive brand guide that helps ensure that every story, sign, brochure, social post and presentation feels unmistakably like us: clear, welcoming and grounded in our mission."

— Marisa Dylan, vice president,
Marketing and Communications

Behind the beauty of northern Larimer County, some of our neighbors are quietly struggling to get the care they need and deserve. Someone living with anxiety and depression might wait months before asking for help because money is tight. Or they might not ask at all. Someone might be experiencing worsening dental pain because they've felt judged in the past while in the dentist's chair. Parents might make the hard choice to forego health coverage for themselves out of financial necessity, choosing to use limited resources to protect their children. Yet they still feel the heavy burden of knowing that one healthcare crisis could mean financial ruin.

Their barriers aren't a lack of determination. Folks might be

contending with multiple challenges, like lack of transportation, fear of stigma, limited access to care in their preferred language or simply not knowing where to turn.

When compassionate, affordable and inclusive care is within reach, people's barriers are replaced with relief and the chance to move forward with dignity.

**That's
our
"why."**

Every number here represents the people who found care and hope. They found their way forward.





Mental Health Connections Q&A

with Behavioral Health Senior Manager Keiran Bissell

Q: What's been your focus since joining Mental Health Connections in September?

Keiran: One of my priorities has been expanding clinical supervision and program oversight to support high-quality behavioral health services while building on the strong foundation already in place.

Q: How did Mental Health Connections support the community in 2025?

Keiran: We continued our partnership with Poudre School District and SummitStone Health Partners to improve care coordination for students and families with complex needs. We also strengthened collaboration and data collection to better understand the partnership's impact and identify opportunities for continued improvement.

Q: What changed for clients this year?

Keiran: For the first time in recent years, we resumed in-person care coordination. This allowed staff to provide hands-on

support for clients with complex needs by helping them complete applications, navigate paperwork and connect with community resources and services.

Impact

When a child is struggling, the whole family feels it. But when parents are overwhelmed by housing costs, medical bills and other challenges, getting help can feel out of reach.

After a student was referred for therapy through a partnership with Poudre School District, Mental Health Connections learned the child's mother also needed support. Staff connected her with community resources while helping both mother and child access the care they needed.

With fewer barriers standing in the way, the family could spend less energy navigating crises and more time focusing on healing.





Larimer Health Connect Q&A

with Healthcare Access Manager Rosie Duran

Q: What stands out most from 2025?

Rosie: Helping more than 2,000 individuals and families enroll in or renew health coverage while making services easier to access through evening and weekend appointments, community partner locations and our move to the Bristlecone campus.

Q: How did your team strengthen community connections?

Rosie: We expanded partnerships with Poudre Libraries, The Family Center/La Familia, CSU's Community for Excellence Network and the Community Life Center, while offering outreach events and health insurance literacy classes in English and Spanish.

Q: What are you building on for the future?

Rosie: We secured continued funding through Connect for Health Colorado and continued preparing for changes in state and federal health coverage policies so we can keep helping residents maintain affordable coverage.

Impact

A cancer diagnosis can turn life upside down. For one uninsured client, it also brought the fear of how he would pay for treatment.

Larimer Health Connect worked with county partners to resolve a complex issue with his Medicaid application so his coverage could move forward.

Having insurance meant he could focus on treatment instead of paperwork and medical bills. He thanked his insurance guide, saying they were "the first one who'd actually helped" since his diagnosis.





Family Dental Clinic Q&A

with Lead Dentist Dr. Kelly Halligan

Q: What are you most proud of from 2025?

Dr. Kelly: One of our biggest accomplishments was continuing to improve access to care while strengthening the quality of services we provide. We added a full-time dental hygienist and dental assistant, updated our late arrival guideline to help more patients receive care, and introduced new evidence-based quality measures to support excellent clinical outcomes.

Q: How did the clinic continue to grow?

Dr. Kelly: We expanded clinical practices in dental hygiene, dental implants and anesthesia while strengthening partnerships with community providers to improve access to specialty care. We also continued supporting dental hygiene education through Front Range Community College and began developing a clinical training partnership with Laramie County Community College.

Q: What does this mean for patients?

Dr. Kelly: Every improvement is

designed to make care more accessible, more coordinated and higher quality. Whether we're expanding services, investing in staff development or preparing future dental professionals, our goal is to provide exceptional care for every patient.

Impact

For many people, a trip to the dentist can bring anxiety. For someone who uses a wheelchair, it can also mean wondering whether they'll be treated with dignity and respect.

At the Family Dental Clinic, one patient found something different. A close friend later shared, "Everyone treated our friend with respect, patience and compassion. Our friend loved the dentist and said the filling of her cavity was painless."

Not long after her visit, the patient passed away. Wanting to honor one of her final healthcare experiences, her friends donated \$25,000 to the Health District in her memory, saying the kindness and compassion she received left a lasting impression.



Working Together for a Healthier Community

The Health District collaborates with healthcare providers, schools, local governments, nonprofits and community organizations across northern Larimer County to improve access to care, strengthen behavioral health, advance health equity and help people live healthier lives.

Thank You

Together, we're making health and well-being more accessible for our community.

Connect with us at **healthdistrict.org** to learn more, access services or explore ways to get involved.



healthdistrict.org