



Packard Health

A community partnership for care.

2025 ANNUAL REPORT

Navigating the *Changing* Landscape



Standing Firm for Our Community

Dear Friends and Partners of Packard Health,

As I reflect on the past year, I am proud of what our team has accomplished — and clear-eyed about the challenges ahead. The healthcare landscape in our region is shifting in ways that will profoundly affect the people we serve, and I want to share both the obstacles we face and the steps we are taking to meet them.

We are currently facing the most serious degradation to healthcare access in our community since before the Affordable Care Act.

The ACA transformed coverage — Michigan's uninsured rate fell from 13% before the ACA to as low as 5%. Unfortunately, the policy changes now underway have drastically reversed that progress.

The scale of reversal is sobering. In the last three years, over 500,000 Michiganders have lost Medicaid coverage, with 100,000 losing coverage in the last 12 months. Cuts to Marketplace subsidies are projected to leave 200,000 Michigan residents without ACA coverage in 2026 and proposed Medicaid work requirements could leave another 240,000 without coverage in 2027. For our county, that means an estimated 15,000 of our neighbors will potentially become uninsured within the coming months. These are not abstractions — they are real people who depend on access to care to live healthy, stable lives.

Packard Health will not stand on the sidelines.

We have proactively adjusted our budget to anticipate the impact of insurance cuts. We are actively pursuing additional grant funding and individual donations to sustain and expand our care for uninsured patients. And we are expanding access to patient service representatives who can help community members navigate Medicaid redeterminations — because bureaucratic barriers and administrative inconvenience should never stand between a patient and their coverage.

We are also investing in the future. We expanded the reach of our addiction treatment services with the OPEN Warmline, launched a community-based program addressing the specific mental health needs of young Black men and boys, added psychiatric services for pediatric and adolescent patients, and we have recently started a new program to bring primary care directly to homebound patients.

The challenges ahead are real, but Packard Health has never shied away from hard times. We have stood firm for our community before, and we will do so again, because serving those who need us most is not just our mission — it is who we are.

Thank you for your continued trust and support — it is because of partners like you that we can face these challenges with confidence and compassion.

With gratitude,



Raymond Rion, MD
Executive Director



Healing Brothers United: *Building a Foundation for Black Men's Mental Health*

At Packard Health, we believe whole-person health means meeting people where they are. That belief is at the heart of Healing Brothers United (HBU), a culturally responsive mental health program designed specifically for young Black men and boys in Washtenaw County.

The idea for HBU grew from a question our staff kept asking: why do we so rarely see young Black men until they're already in crisis?

We recognized that this wasn't a failure of need — it was a failure of access, trust, and representation. With funding from the Washtenaw County's Mental Health Preservation Millage, Packard Health set out to change that.

Before building anything, we listened.

We recruited ambassadors and held focus groups to ask the community directly what they wanted. The message was clear: not a formal therapy group, but something more accessible — a “lean-in space for conversation,” as ambassador Chris Okine describes it. That insight has shaped everything about HBU.

Led by Behavioral Health Program Manager Santinio Jones, the program now has a team of seven trained ambassadors who conduct outreach, facilitate workshops, and serve as trusted points of contact for men seeking support. One of Packard's most significant early investments is a Black male licensed behavioral health therapist, available two days a week — a near-universal request during community feedback sessions. Any young man can connect with the therapist directly through Jones or an ambassador.



“You can't just go around saying things are all right when they're not. It's okay to get help, to have mental health support.”

Justin Harper • HBU Ambassador & Ann Arbor Middle School Educator

2025 by the Numbers



48,775
PRIMARY CARE
VISITS



10,961
BEHAVIORAL
HEALTH VISITS



6,667
SUBSTANCE USE
DISORDER VISITS



45,429
PRESCRIPTIONS
FILLED



91%
PATIENT
SATISFACTION

Supporting Patients Beyond the Exam Room

Good health is about more than what happens during an office visit. It depends on having enough food, a way to get to appointments, and support when life gets complicated. Our outreach team works alongside clinical staff to help patients address the everyday challenges that can make staying healthy feel out of reach.



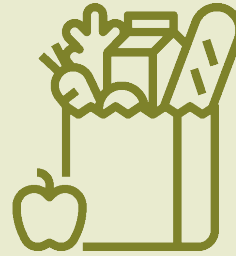
At the heart of our outreach team are our community health workers, who bridge the gap between clinical care and the resources patients need to truly thrive. Through Social Determinants of Health assessments, they identify what's standing in the way of a patient's health then get to work addressing it. That might mean coordinating food or transportation, helping navigate a prescription assistance program, arranging durable medical equipment, or accompanying a patient to a specialist appointment. They also work closely with community partners to make sure patients can tap into support that extends beyond our clinic walls.

Food Pantries

In partnership with Food Gatherers, we operate food pantries at all three of our clinic locations. Additional food support includes our Fresh-a-Sprout weekly outdoor fresh produce market with The Farm at Trinity Health during the growing season.

Rising food costs and reductions in SNAP benefits have placed real strain on the patients we serve. We've seen the direct impact of this strain: we served 3,469 individuals in 2024, rising to 5,044 in 2025 — a 45% increase.

As federal safety net programs contract, our pantries have become an increasingly essential resource for community members trying to make ends meet and stay connected to their care.



5,044

INDIVIDUALS SERVED BY
OUR FOOD PANTRIES

Getting Patients to Appointments



\$2,450

GAS CARDS
DISTRIBUTED



\$1,020

BUS TOKENS
DISTRIBUTED



403

RIDES
ARRANGED

Transportation is one of the most consistent barriers to accessing care. Our team provides gas cards, bus tokens, and works with Feonix Mobility to directly coordinate rides. Demand has grown substantially: gas card distribution increased from \$1,050 in 2024 to \$2,450 in 2025 (up 133%), and bus tokens from \$435 to \$1,020 (up 134%). We also arranged 403 rides in 2025.

Each of these trips represents a patient who made it to an appointment, received a medication, or accessed care they might otherwise have gone without. That's the goal of this work — and why we remain committed to it.

OPEN Warmline: *Changing Lives, One Call at a Time*

For anyone in Michigan struggling with opioid withdrawal or addiction, the OPEN Warmline offers a simple path to treatment: call, speak with a provider the same day, and receive a prescription — no insurance required.

The warmline provides same-day telehealth appointments for buprenorphine, an FDA-approved medication that reduces withdrawal symptoms, cravings, and overdose risk. Callers speak with a Care Navigator, then are connected to a Packard Health medical provider who can prescribe buprenorphine immediately. They also receive follow-up support to ensure their medication is working and to link them to long-term care. Clinical support is provided by Packard Health. The warmline operates Monday–Friday, 9am–4:30pm, providing non-judgmental, patient-centered care: abstinence is never required, return to use is never treated as failure, and patients are always welcome back.



Early in the pilot the program surpassed expectations. After only three months the warmline had served 108 unique patients, handled 1,407 calls, and connected 80% of patients to long-term care within three visits.

40 of these patients were without billable insurance. The team is now engaging with emergency departments and presented their model at the Academic Consortium on Criminal Justice Health conference in March.

The impact is real. One patient, recently released after a ten-year prison stay, used warmline support and medication to secure and hold a job. Another shared that, for the first time in years, they enjoyed their family's Christmas free from withdrawal. Community partners have responded warmly too — the Ingham County Health Department called the warmline “an amazing point of access” for their clients.

As one provider summed it up: “It just feels good to be doing something this positive in 2026.”

FROM OUR PATIENTS

“I keep coming here even though it’s a long drive because I feel so welcome.”

“I’ve never had a medical visit like that before!”

“I couldn’t believe how much they listened to me.”

“This place and these people straight up saved my life. Let them save yours.”

“One of our clients, suffering from homelessness and neglecting her health, was shaking and in tears as we approached the clinic. Once inside, Tracey at the front desk immediately noticed her distress and took the time to reassure her, explain the process, and make her feel welcome. The warmth of the staff and respectful treatment of every patient put her completely at ease. As we left, our client was crying again — but this time, she was smiling and already talking about coming back.”

Counselor at Dawn Farm • Care Partner

Deb and Chris VandenBroek: *Healthcare is a Right, Not a Privilege*

Born and raised in Ann Arbor, Deb and Chris VandenBroek have come full circle. After leaving home following college, marrying in 1971, and spending time out of state, they eventually returned to Ann Arbor to raise their family. Their lifelong ties to the community have shaped a deep and enduring commitment to giving back. Looking back, they feel grateful for the opportunities that shaped their journey, and that gratitude lies at the heart of their philanthropy.

Both were raised in families of modest means, each with one immigrant parent, and grounded in strong Midwestern values. They grew up watching their families contribute what they could, whenever they could. Today, Deb and Chris remain a bit astonished by the life they've built. They view their success as a blend of hard work and good fortune, an unexpected gift that carries with it a moral responsibility to help others.



When asked about his purpose in life, Chris answers without hesitation: "To help other people."

Their connection to Packard Health began through Deb's professional work in community health with Ed Pierce and Jerry Walden and deepened when Chris became a patient. Over time, their involvement has become both personal and principled. When they think of Packard, they think of accessibility, equity, and authentic service.

As Deb often says, "Everybody deserves a Packard."

To them, Packard represents high-quality, relationship-based care that is available to everyone, not only those with financial means. As patients, they value never feeling rushed, having a real person answer the phone, and experiencing a pharmacy and patient portal that are responsive and easy to use. They have witnessed firsthand the compassion and respect that define the organization's care.

They are equally inspired by Packard's collaborative spirit and leadership. Partnerships with organizations such as Food Gatherers, Avalon Housing, the Delonis Center, and Dawn Farm demonstrate a commitment to wraparound services that address the full realities of patients' lives. They admire Executive Director Ray Rion's humility and tireless dedication to building partnerships, expanding services, and strengthening financial sustainability, all in service of patients.

Chris believes education and healthcare are the foundations of a healthy, thriving society. "There's no better place to donate," he says. Deb agrees, noting that while large healthcare systems often have significant resources, community-based care depends on local investment and trust. When asked what advice they have for Packard, they stressed the importance of maintaining Packard's mission, and a strong board and management structure which keeps the organization financially viable.

For Deb and Chris, supporting Packard is about more than sustaining a medical practice. It is about strengthening an organization that upholds the fabric of a just and civil society. They believe healthcare is a right, not a privilege, and their generosity reflects that conviction. Packard is fortunate to have people like Deb and Chris, thoughtful, principled, and deeply committed, championing and sustaining this vital work in the community they proudly call home.

PHILANTHROPIC SUPPORT

Grant Funders

In addition to the generosity of individuals who contribute to our mission, we are grateful for the invaluable support of granting organizations during the 2025 calendar year.



Ann Arbor Area
Community Foundation

Glacier Hills Legacy Fund



James A. & Faith
KNIGHT FOUNDATION



SONG FAMILY FUND • J.F. ERVIN FOUNDATION • MONTAGUE FOUNDATION • FRIEDMAN FAMILY FUND

COMMUNITY SUPPORT

Care Partners

Through strong partnerships with our care partners, we work together to meet community needs and ensure our patients receive the best possible care.



BOARD OF DIRECTORS

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Deborah Vinson

Raymond Rion, MD – Executive Director



Packard Health, established in 1973, is a Federally Qualified Health Center (FQHC) and a 501(c)3 not-for-profit organization.



www.packardhealth.org

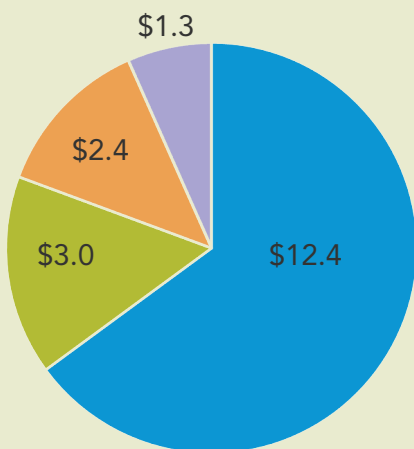
Packard Health Administrative Offices
5200 Venture Drive
Ann Arbor, MI 48108

PACKARD HEALTH 2025 FINANCIAL STATEMENT

SEPTEMBER 1, 2024 - AUGUST 31, 2025

TOTAL REVENUE

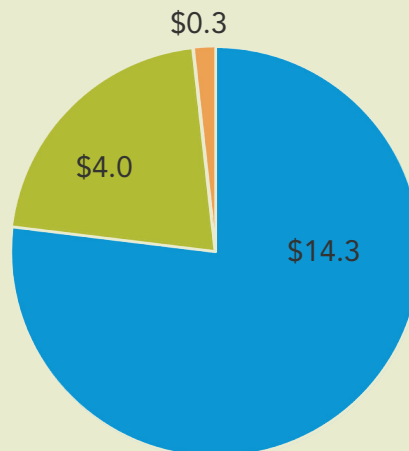
\$19.2 Million



- Fees for Service
- Grants & Contracts
- 340B Revenue
- Contributions

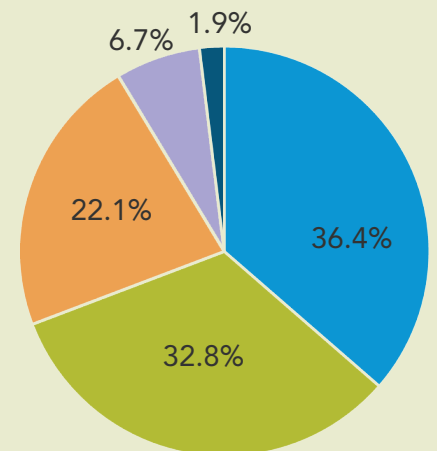
TOTAL EXPENSES

\$18.6 Million



- Patient Services
- Management & General
- Development / Fundraising

PAYOR MIX



- Private Insurance
- Medicaid
- Medicare
- Washtenaw Health Plan
- Self-pay