

2023

# Community *Benefit Report*

OVERVIEW OF HOSPITAL CHARITABLE ACTIVITIES



Foundation for  
Healthy Communities

**“One of the deep secrets of life is that all that is really worth doing is what we do for others.”**

- LEWIS CAROL

# Executive Summary

**Hospitals throughout New Hampshire have always stood strong, serving as anchors in the community.**

As such, they are not only committed to providing high-quality care to every patient who walks through their doors, but are also dedicated to investing in the health and wellbeing of the neighborhoods and communities they serve.

New Hampshire hospitals demonstrate this support through a wide range of programs and services including financial assistance or free care to those in need; help accessing healthy food; educational programs; community health screenings and vaccination clinics; transportation to medical appointments; and donations to support the good work of community organizations.

Our hospitals do not do this alone. They realize that they hold only one piece of the puzzle and that means reaching out to others in the community to build collective approaches that address their communities' most urgent needs. To build a healthier New Hampshire, hospitals engage and collaborate with community-based organizations including faith-based groups, food pantries, public health entities, transportation providers, youth organizations, schools, and other community institutions.

As a result of their commitment to the health and wellbeing of their patients and communities, New Hampshire hospitals contributed close to \$600 million in community benefits in FY 2021. The stories resulting from these investments and partnerships are many, and in the following pages, we have shared just a few of them with you. These stories add context to the numbers. They demonstrate the many ways hospitals are here for us, supporting patients and partners to improve health throughout communities.

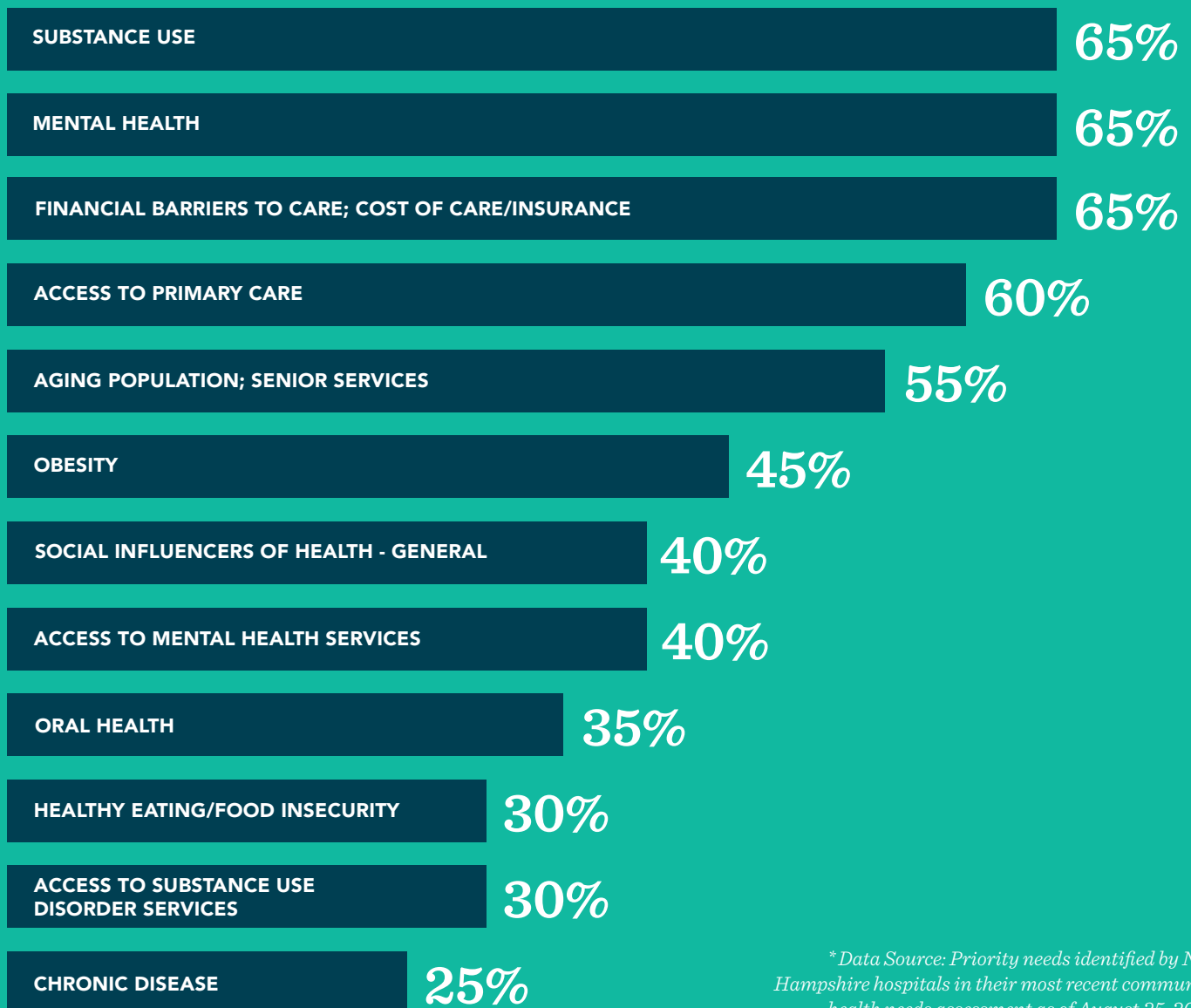


To their communities, the Blue and White H promises **health, healing and hope** when it's needed most, and New Hampshire hospitals remain committed to caring for their communities and ensuring access to quality, compassionate care.

# Priority Community Needs of NH Communities

Every three years, New Hampshire's non-profit hospitals are required to complete a community health needs assessment to identify the most pressing health needs facing their communities. The priority needs identified through this process guide the hospitals in determining which charitable, programmatic, and community investments will have the most impact on improving the health of their communities. These activities and investments are then implemented through the hospitals' community benefit implementation plans.

## Top 12 Priority Community Needs Identified By NH Non-Profit Hospitals\*



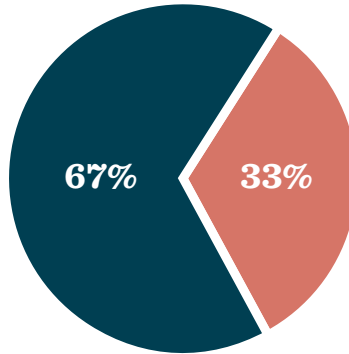
*\* Data Source: Priority needs identified by New Hampshire hospitals in their most recent community health needs assessment as of August 25, 2023.*

# Total Community Benefit Investments:

\$599,491,829\*

\$400,296,207

Financial  
Access  
to Care



\$199,195,622

Other  
Community  
Benefits\*\*

## Caring for All Patients

New Hampshire hospitals are committed to providing high-quality, cost-effective care for all patients, regardless of ability to pay. The below data demonstrate the amount New Hampshire hospitals have provided in uncompensated care to their patients in FY 2021.

**\$364 Million**

**Medicaid** (at cost)

The unpaid costs of public programs for those with low incomes or disabilities.

**\$34.7 Million**

**Financial Assistance** (at cost)

The cost of providing free or discounted health services for individuals who cannot afford to pay for their care and qualify for financial assistance.

**\$1.5 Million**

**Other Unpaid Costs**

Includes other means-tested government programs.\*\*\*

\*Data reflects FY 2021 community benefit financial information reported to the IRS on Form 990, Schedule H.

\*\*Other community benefits include, but are not limited to, expenditures related to mobile medical vans; community health improvement efforts; cash grants to community agencies for work that supports community health; scholarships for health careers; health screenings; subsidized health services; etc.

\*\*\*This category includes losses incurred in providing access to health care for Medicaid recipients and for low-income individuals participating in other government-sponsored means-tested insurance programs. Losses (net community benefits) are reported as the difference between net patient revenue recorded by the organization and the cost of providing health care services.

## Promoting *Healthy* Communities

Hospitals provide many other benefits for the communities they serve including services and programs that aim to improve the health of populations.



**\$21.9 Million**

### Community Health Improvement Services

Health screenings, immunizations, health education programs, self-help programs and support groups, transportation to improve access for low-income persons to health care, etc.



**\$48.8 Million**

### Health Professions Education

Investments in the health care workforce including professional development and skill building



**\$112.9 Million**

### Subsidized Health Services

Patient care programs provided despite financial loss because they meet a community need. Examples of subsidized services include mental health, substance abuse programs, satellite clinics designed to serve low income communities and home health programs.



**\$11.5 Million**

### Cash and In-Kind Contributions

Cash and in-kind services donated to support programs of community-based organizations that meet an identified community need



**\$4.1 Million**

### Research

Hospitals conducting studies to improve the health of populations

## By the Numbers

5 Year Trends: 2016-2021

**↑24%**

The Total Overall Value of Community Benefits Provided by NH Hospitals Increased by 24% or \$115,505,707

{ \$483,986,032 → \$599,491,829 }

**↑37%**

Total Investments by NH Hospitals in Financial Access to Care Increased by 37% or \$107,079,199

{ \$293,217,008 → \$400,296,207 }

**↑4%**

Total Other Benefits Invested by NH Hospitals Increased by 4% or \$8,426,598

{ \$190,769,024 → \$199,195,622 }

**↑46%**

Total Unreimbursed Medicaid Costs Increased by 46% or \$114,395,591

{ \$249,640,709 → \$364,036,300 }

**↓7%**

Total Subsidized Services decreased by 7% or \$7,945,352

{ \$120,823,366 → \$112,878,014 }

# Collaborating for the Greater Good

ANDROSCOGGIN VALLEY HOSPITAL (AVH), LOCATED IN BERLIN, NEW HAMPSHIRE, IS PART OF NORTH COUNTRY HEALTHCARE (NCH)

There is something special about the North Country – a fierce independence, but yet a great ability to collaborate. It is this very collaboration that resulted in one of the great success stories of the COVID-19 pandemic. Recognizing the need for transparent and timely information, the close social structure within Southern Coos County allowed AVH and entities across other specialty areas (primary care, education, municipalities, health care, and even the delegation of our State political representatives) to quickly mobilize and share information through ZOOM calls. These calls, at the height of the pandemic, were held at least daily, each beginning with a dedication to a particular group whose efforts had a positive, often healing effect on North Country residents. The ability for each entity to provide its most recent information and status allowed others to adapt their own respective course of action, and develop appropriate protocols and communications, all of which positively impacted, and continue to impact, the lives of thousands of North Country residents.

In collaboration with the leadership of Ken Gordon, Chief Executive Officer, Coos County Family Health Services, AVH helped facilitate the calls which provided updated information related to capacity, trends, protocols and processes either newly created or in progress.

Success from the Androscoggin Valley COVID-19 Workgroup came from its commitment to honesty, transparency, vulnerability, the celebration of wins, and the mourning of losses. The workgroup's human aspect was instrumental in breaking down any barriers and helped form relationships that flourish to this day. All participants

recognized that they were navigating the same uncharted waters, while still having a unique perspective given their personal organization or industry. Such commonality and difference helped leaders get much needed and appreciated support from other leaders; the environment created was one in which it was clear that it was a safe place to share and be “picked up” when needed.

Equally valuable was the opportunity to refute or correct myths or rumors. Members of the Workgroup were able to openly ask fundamental questions about potential spread, disease factors, and preventive measures. This openness proved critical, as all individuals at the meetings could hear the same question and receive the same answers – answers provided by subject matter experts. The understanding of all attendees, via the meetings, allowed the team members to each fulfill their role and spread a single message to their respective stakeholders.

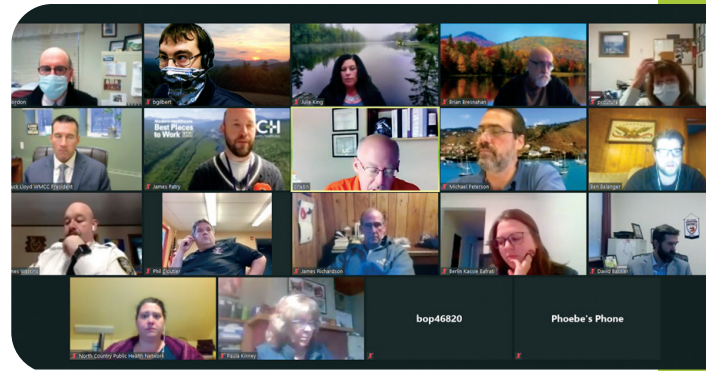
Advocacy during this time of uncertainty was incredibly important. The Workgroup was able to advocate to government officials (both local and State) to help stress the need for assistance, whether financial or in terms of resources (masks, test kits, etc.).

As COVID-19 has fallen from the front pages of many publications and becomes a secondary story on newscasts and media webpages, what remains are Workgroup members who recognize our interdependency (what happens at one stakeholder has a ripple effect on others), appreciate others' industries and talents, and foster an ongoing commitment to work together on issues, health or otherwise, which may present themselves in the future.

One such opportunity to work together presented itself over the summer of 2023. Leading up to the week of July 4th, the Work Group reassembled to discuss, and plan for, the Rainbow Family Gathering. Led by North Country Healthcare's (NCH) Emergency Management Director, the Group met and collaborated relative to medical resources available for both the gathering's anticipated 5,000 attendees and local EMS/medical transportation services. The Work Group examined and reported on their own agency's availability of supplies including, but not limited to, Narcan, to ensure that the number of severe health-related incidences were minimized. In addition, collaboration on routes to and from the anticipated site (White Mountain National Forest) were mapped and shared to ensure that access could be efficient and clear.

The four primary objectives of the Group were centered around Communications (state, local, federal and internal); Liaison Support within North Country Healthcare; Assurance that supply chain needs were met; and Readiness of NCH staff.

Participating organizations expanded from the original Community Group to include the NH Department of Health and Human Services, U.S. Forest Service and Berlin Police Department. Two-way communication with members of the Rainbow Family Gathering was also achieved. As a result of the Group's gathering, stakeholders were well-informed and there were minimal incidences requiring health care attention. We look forward to additional successes such as this moving forward.



**When the right place for care is a patient's home, the right person to deliver that care might be a community paramedic.**



Community Paramedic Jeremy Thibeault, MPA.



## Community Paramedic Program Brings Care into Homes

"THE RIGHT CARE, AT THE RIGHT TIME, AND THE RIGHT PLACE BY THE RIGHT PERSON" IS A MANTRA WE'VE BEEN USING AT DARTMOUTH HEALTH FOR YEARS," SAYS POPULATION HEALTH VICE PRESIDENT SALLY KRAFT, MD, MPH. WHEN THE RIGHT PLACE FOR CARE IS A PATIENT'S HOME, THE RIGHT PERSON TO DELIVER THAT CARE MIGHT BE A COMMUNITY PARAMEDIC.

"Our goal is to keep people healthy and out of the hospital," says Barbara G. Farnsworth, MS, director, Community Health Partnership. "In partnership with the City of Lebanon, New Hampshire, we're delivering in-home care for patients who have a chronic disease, need medication checks or have just been discharged from the hospital but don't qualify for a visiting nurse or other services."

The groundwork for the pilot began in 2019, and funding became available in January 2021. The first community paramedic, Jeremy Thibeault, MPA, a firefighter and paramedic for the City of Lebanon Fire Department, was hired in June 2021. Before he began seeing patients, Thibeault trained with Timothy E. Burdick, MD, Primary Care, and Thomas W. Trimarco, MD, Emergency Medicine, who are co-medical directors for the program at Dartmouth Health.

Paramedics are primarily trained to deliver emergency care in pre-hospital

settings. Their scope of practice is broad and includes blood draws, administering intravenous medication and monitoring vital signs. "We gave Jeremy a lot of training on top of the many skills he already has," says Trimarco. "To prepare him and others for community paramedic work, Dr. Burdick and I developed a curriculum that includes chronic disease management, pharmacology and pathophysiology."

### Individualized, Preventative Care

Primary care providers refer patients with chronic conditions or those who need support between appointments. Providers who discharge patients from the emergency or other hospital departments refer patients who are at risk for readmittance.

"Primary care patients often need coaching to improve their health but see their provider for only 20 minutes every two months," says Burdick. "We can't see the patient in their home. Is an arthritic patient able to safely climb

stairs? Does a diabetic patient have the right food on hand? Jeremy gives us eyes in the patient's home and is able to spend more time checking on safety conditions and medications and teaching how to do insulin checks."

A health care presence in the home also helps keep people who have been discharged from the hospital from returning. "If an older patient has come to the ED after a slip and fall, Jeremy can do a home safety check," says Trimarco. "When ED patients aren't sick enough to admit to the hospital, maybe they have a cellulitis or COPD exacerbation, he can follow-up with them at home to make sure they're making progress."

"The City of Lebanon has been a great partner in this work," says Farnsworth. "It's exciting to be able to deliver in-home care to patients who can really benefit."



## The Elliot

A Member of  SOLUTIONHEALTH

# Cool Kids Farm Share Program

**“We have handed out over 25,000 pounds of fresh fruits and vegetables over the last 2 years!”**

-ALLISON CUNNINGHAM, ASSOCIATE DIRECTOR ORGANIZATION FOR REFUGEE & IMMIGRANT SUCCESS

IN A COLLABORATION WITH THE BOYS & GIRLS CLUB OF MANCHESTER AND ORIS/FRESH START FARMS, ELLIOT HOSPITAL BEGAN THE *COOL KIDS FARM SHARE PROGRAM*, A PROGRAM THAT PROVIDES FRESH FOOD BOXES TO CHILDREN IN THE GREATER MANCHESTER AREA.

The program idea began with a tour of the Boys & Girls Club during the early days of the COVID-19 pandemic. Diane Fitzpatrick, CEO of the Boys & Girls Club, located on Union Street in Manchester, highlighted the shelf-stable pantry available to Club families and the work they had done getting meals to Club Kids during the earliest days of the COVID-19 lockdown.

This initiated a discussion with Elliot team members Anne Marie Hafeman, Director of Community Engagement and Volunteer Resources, and Kelli Rafferty, Executive Director of Philanthropy and Community Engagement, about the need for more local, fresh foods. As a result, the idea of a farm share program was put into motion.

During year one of the program, in the summer/fall of 2021, the collaboration partnered with the Organization for

Refugee and Immigrant Success (ORIS) – Fresh Start Farm program to provide free food boxes to 50 families from July through Thanksgiving.

The *Cool Kids Food Box* is a pre-packed box filled with locally produced fruits and vegetables grown by new American farmers participating in ORIS’s incubator farmer program – Fresh Start Farms. Each week the boxes feature culturally appropriate foods, recipes and a map of mobile market sites and healthy corner stores in Manchester that feature fresh local foods.

In Years Two and Three of the program, Fresh Start Farms brought their Mobile Farmers Market to the Club on Wednesdays May through October. This year, in addition to fruits and vegetables, use of the mobile market enabled them to

enhance offerings to include fresh milk and cheese, meats and the Roca Kidz Club participants’ favorite, honey sticks.

“Knowing this is a program that families are looking forward to each week and that we are partnering with an important local farming program, it is a point of pride to be part of this program. The Elliot’s continuing focus on work to help address food security, we look forward to a further expansion of this program and other community engagement opportunities to support increasing access to fresh, local foods,” says Kelli Rafferty.

Photo: Diane Fitzpatrick (Boys and Girls Club of Manchester), Kelli Rafferty (Elliot Health System), Mukhtar Idhow (ORIS), Jameson Small (ORIS/Fresh Start Farms), Anne Marie Hafeman (Elliot Health System), and Natalie Jutras (formerly of the Boys and Girls Club of Manchester).



**The members of the Huggins Community Health Network are dedicated to the overall health and wellbeing of our communities.**



## Connecting Organizations to Strengthen Rural Health

HUGGINS HOSPITAL HAS CONNECTED WITH OTHER LOCAL HEALTH AND SOCIAL SERVICE ORGANIZATIONS TO CREATE A STRONG NETWORK OF SUPPORT FOR OUR COMMUNITIES THAT BEGAN WITH THE SUPPORT OF A FEDERAL HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA) GRANT. THE RURAL HEALTH NETWORK, NOW NAMED THE HUGGINS COMMUNITY HEALTH NETWORK (HCHN), WAS LAUNCHED IN 2019 AND IS NOW FUNDED BY HUGGINS HOSPITAL AS A COMMUNITY BENEFIT ACTIVITY.

The HCHN includes organizations dedicated to identifying the support gaps in our community and creating solutions to fill those gaps. These organizations have expertise in health care, mental health services, substance use and addiction support services, public health, housing, transportation and more.

The concept of the HCHN is to create a foundation for resources that link residents to comprehensive health and social services. HCHN members work together to identify needed services that do not exist in our communities and discuss options to build or provide those services, either through joint initiatives or by supporting one of the member organizations in their individual initiatives.

The HCHN focus was shifted during the COVID-19 pandemic and recently began the process of refocusing once again. The HCHN meets regularly to share how each organization is managing after the COVID-19 Pandemic and to find ways to work together to address current issues with access to care and mental health services.

### **Outpatient Social Service Coordination**

As part of the efforts to connect community members to the services they need, Huggins Hospital hired an Outpatient Social Service Coordinator. This person helps anyone in our community, regardless if they are a patient of Huggins Hospital or not, to connect with services we may not provide

at the hospital. Whether the need is for housing, utilities, employment supports, educational supports, domestic or sexual violence victims' assistance, or others, Huggins Hospital understands the importance of social service needs in the larger picture of a person's overall health. This service, along with the HCHN, is provided as a Community Benefit to our area.

#### **For more information:**

Please contact Kera Favorite, Huggins Hospital's Director of Community & Patient Relations, at [kfavorite@hugginshospital.org](mailto:kfavorite@hugginshospital.org).





Care-Van driver Chris Sheing



## Wentworth-Douglass Hospital Expands Care-Van Program

DEMAND FOR TRANSPORTATION SERVICES IN THE WENTWORTH-DOUGLASS SERVICE AREA CONTINUES TO GROW AND ACCESS TO RELIABLE TRANSPORTATION REMAINS A BARRIER FOR THOSE SEEKING TO ACCESS HEALTH CARE SERVICES. IN RESPONSE TO THIS INCREASED NEED, THE HOSPITAL EXPANDED THEIR CARE-VAN SERVICE IN 2022.

The Care-Van service is offered to Wentworth-Douglass Hospital patients who do not have access to regular, reliable, means of transportation. While this program typically serves patients requiring an extended course of treatment, such as physical therapy, cancer treatment, or wound healing, the service has now been expanded to increase access for additional patients.

In addition to the main hospital in Dover, the Care-Van program now provides service to many of their outpatient locations, including Dover, Somersworth, Portsmouth, and Rochester. All Care-Van drivers are CPR certified and trained through the National Safety Council Defensive Driving Course.

Additionally, the hospital recently contributed \$10,000 to support the Alliance for Community Transportation. Funds will support the Community Rides program and TripLink, a regional transportation call center that assists in locating rides for residents of Strafford and Rockingham counties, particularly for seniors and those with mobility concerns.

“I am so proud to be able to offer this great service to our patients,” said Kendra Langus, PT, DPT, MS, Senior Director, Department of Rehabilitation Services and Integrative Therapies. “For many patients, accessing reliable transportation can be a very difficult barrier to receiving care. We work with many patients with reduced mobility recovering from

injuries, surgeries, or illnesses, which sometimes limits their ability to safely drive themselves to appointments.”

**“The Care-Van service helps ensure that patients can keep important care appointments and continue to manage their recovery and improve their overall health.”**

-KENDRA LANGUS, PT, DPT, MS, SENIOR DIRECTOR, DEPARTMENT OF REHABILITATION SERVICES AND INTEGRATIVE THERAPIES



**Improving the health of their communities is at the heart of every hospital's mission. Together with their community partners, they bring people together to understand and address New Hampshire's most pressing health concerns. We are proud of our hospitals' commitment to investing in their communities to support the health and well-being of the patients and communities they serve.**

-Steve Ahnen, President, New Hampshire Hospital Association & Peter Ames, Executive Director, Foundation for Healthy Communities

## This Resource

### About the Report

Every year, the Foundation for Healthy Communities creates a statewide summary of the community benefit activities and investments conducted by New Hampshire hospitals.

Since 2000, non-profit hospitals and other health care charitable trusts are required to identify the priority health needs of their communities based on a needs assessment and community engagement process. Hospitals in NH are required to conduct a Community Health Needs Assessment (CHNA) and report the results to the State of NH Office of the Attorney General Charitable Trusts Unit every five years (RSA 7:32-f). In addition, non-profit hospitals develop an implementation plan and file a Community Benefits Report annually that outlines how they have addressed these needs. The reporting form is based upon requirements of RSA 7:32c-l which requires health care charitable trusts to make their community benefits plan publicly available.

At the federal level, the Patient Protection and Affordable Care Act (ACA) initiated a requirement in 2012 that requires non-profit hospitals to conduct a community health needs assessment every three years (Section 9007. IRS Code, 501r) and report to the Federal Government.

Annually, NH non-profit hospitals are required to report community benefits on IRS Forms 990 and Schedule H.

The community benefits reported by the hospitals to both the state and federal governments are required to be in alignment with the community needs identified in the community health needs assessments. It is intended that the results of the community health needs assessment guide the hospitals in determining the activities to be included in their community benefits plans and implemented to improve the health of the community.

### About Us

The mission of the Foundation for Healthy Communities is to build healthier communities for all by leading partnerships, fostering collaboration, and creating innovative solutions to advance health and health care. The Foundation for Healthy Communities is an affiliated organization of the New Hampshire Hospital Association.

The New Hampshire Hospital Association provides leadership through advocacy, education and information in support of its member hospitals and health care delivery systems in delivering affordable, high quality health care to the patients and communities they serve.

### State and Federal Requirements for Community Benefit Reporting

#### Community Health Needs Assessment (CHNA)

**State:** Every 5 years<sup>1</sup>; Needs identified made publicly available

**Federal:** Every 3 years<sup>2</sup>; Needs identified made widely available

#### Implementation Plan

**State:** Based on priority needs identified in most recent CHNA. Reported on annually.

**Federal:** Based on priority needs identified in most recent CHNA.

#### Community Benefits Reporting

**State:** Annually to the State of NH Office of the Attorney General, Charitable Trusts Unit using the NH Community Benefits Reporting Form<sup>3</sup>; Report made publicly available

**Federal:** Annually to the US Department of Treasury's Internal Revenue Service (IRS) using Form 990-Schedule H; Report made widely available

1. RSA 7:32-f

2. Section 9007. IRS Code, 501r

3. RSA 7:32c-l

## NH Non-Profit Hospitals

Alice Peck Day Memorial Hospital  
Androscoggin Valley Hospital  
Beth Israel Lahey Health Exeter Hospital  
Catholic Medical Center  
Cheshire Medical Center  
Concord Hospital  
Concord Hospital - Franklin  
Concord Hospital - Laconia  
Cottage Hospital  
Dartmouth Health: Dartmouth-Hitchcock  
Medical Center (Mary Hitchcock  
Memorial Hospital)  
Elliot Hospital  
Huggins Hospital  
Littleton Regional Healthcare  
Memorial Hospital  
Monadnock Community Hospital  
New London Hospital  
Southern New Hampshire Medical Center  
Spear Memorial Hospital  
St. Joseph Hospital  
Upper Connecticut Valley Hospital  
Valley Regional Hospital  
Weeks Medical Center  
Wentworth-Douglass Hospital



Foundation *for*  
Healthy Communities



**Foundation for Healthy Communities**  
**New Hampshire Hospital Association**

125 Airport Road, Concord, NH 03301 / tel 603-225-0900 / fax 603-225-4346  
[www.healthynh.org](http://www.healthynh.org) / [www.nhha.org](http://www.nhha.org)