

# 2024 Annual Report

**HONORING THE PAST, BUILDING THE FUTURE TOGETHER: 90 YEARS OF PROGRESS**



New  
Hampshire  
Hospital  
Association



CELEBRATING 90 YEARS

\*Courtesy of the New Hampshire Historical Society

## LETTER FROM THE PRESIDENT AND THE BOARD CHAIR

As we reflect on the past year, our 90th as the New Hampshire Hospital Association, we recognize it was one of both challenges and opportunities, but what stands out most is the collective progress we have made thanks to the unwavering commitment of our member hospitals, health care professionals, and partners.

Despite the ever-evolving health care landscape, our member hospitals have continued to prioritize the health and well-being of patients above all else, maintaining the highest standards of care. All hospitals and health systems across New Hampshire are dedicated to caring for their communities and the people they serve. They not only strive to provide exceptional, high-quality health care, but also to create healthy, vibrant communities. Hospitals and health systems are innovating to find new ways to support our communities and patients, regardless of who they are, where they live or their financial means.

In fact, innovation was a key theme of this year's New Hampshire Hospital Association and Foundation for Healthy Communities Annual Meeting, which was attended by nearly 400 people, the greatest attendance in a very long time. This speaks to the connectedness of all in our field, and the desire to network and learn with colleagues in order to provide the best possible care to the communities they serve.

We are pleased that following a months-long effort the Association will begin the new year with a revitalized strategic plan that will help ensure we are best meeting the needs of our members today and into the future. Our core values of collaboration, engagement, integrity and leadership will be front and center as we pursue our strategic goals, all designed to help our members adapt to the immense challenges and shifts taking place in health care.

On behalf of the NHHA Board of Trustees, members and entire staff, we extend our heartfelt gratitude for your ongoing involvement and engagement with our organization. It is what makes our collective success possible. As we look ahead, we are confident that, together, we will reach even greater success in the year to come, positively impacting the health care landscape and continuing to build on the strong foundation we've established.

Sincerely,



Susan Reeves, EdD, RN, CENP  
Chair, NHHA Board of Trustees



Steve Ahnen  
President, NHHA

## YOUR VOICE OUR MISSION – ADVOCACY IN ACTION

The New Hampshire Hospital Association represents hospitals and health systems statewide to advocate for and support public policy at both the state and federal level. Working with our member hospitals, public health officials, and key state and federal policy makers, we seek to promote responsible public policy that fosters affordability, accessibility and sustainability for New Hampshire's hospitals and the patients they serve.

- Spearheaded passage of significant prior authorization reforms passed into law to address delays and administrative barriers to an effective and efficient prior authorization system
- Advocated for hospitals that were severely impacted by UHG/Change Healthcare's cyberattack in February 2024. Outreach included AHA and congressional delegation
- Promoted passage of \$300,000 in appropriations for nurse student loan repayment
- Collaborated with our members to provide feedback on draft rulemaking across a range of issues, including hospital licensing requirements, professional licensing boards, Medicaid, and more
- Promoted passage of a voluntary process for certifying community health workers (CHWs) and in doing so, access to CHW services within the health care system should expand and bridge gaps in care for patients who need that level of support
- Promoted passage of an amendment to make it easier for children to obtain RSV treatment through the NH Vaccination Association
- Promoted passage of a bill prohibiting discriminatory actions related to participation in the federal 340B Drug Pricing Program
- Promoted passage of an amendment to require that insurers reimburse ambulance service providers directly, rather than with a check sent to the insured
- Conducted advocacy outreach sessions with members for the purpose of identifying priorities and developing the 2025 advocacy agenda





## **AHA VITALITY PAYER SCORECARD – AN IMPORTANT TOOL TO TRACK PAYER TRENDS**

New Hampshire hospitals face challenges securing timely reimbursement and combating denials from commercial payers. While all payers in New Hampshire have access to data from all hospitals, hospitals lack equal insight into all payers. This discrepancy in information creates an unfair advantage whereby hospitals lack the ability to compare their payer experience on key, validated reimbursement metrics to that of their peers. That changed in 2024, however, when the New Hampshire Hospital Association partnered with Hyve Health and the American Hospital Association to gain access to the Vitality Payer Scorecard, a national data platform that helps health systems and hospitals understand their experience with a payer relative to their peers, transforming the industry’s accountability of payers from anecdotal to empirical with timely, high-integrity, unbiased data. To date, 20 of New Hampshire’s hospitals and health systems are participating in the Payer Scorecard, with expectations for further participation in 2025.



## **2025-2027 NHHA STRATEGIC PLAN**

A nearly year-long process involving Board members, hospital leaders, external stakeholders and staff resulted in a recently-approved 2025-2027 NHHA Strategic Plan. The plan sets the strategic direction of the organization for the next two years, identifies organizational priorities and reaffirms our mission and vision.

Work on the new strategic plan was undertaken to ensure that the Association is well-positioned to meet the future needs of its members. NHHA engaged Gallagher Consulting Group Inc. (Gallagher) to facilitate the strategic planning initiative.

The strategic plan is designed to be a dynamic blueprint that can be adjusted to respond to significant changes in the environment to ensure the NHHA is always meeting the needs of its member hospitals and health systems so that they can improve the health of individuals in New Hampshire.



# A TESTAMENT TO THE POWER OF COLLABORATION

*Through collective dedication, new opportunities were created for shared learning and supportive programming. Collaboration with community stakeholders was key in 2024.*

**Barriers to Discharge Report:** Developed a Barriers to Discharge Report to illustrate barriers patients in NH hospitals face when medically cleared for discharge but awaiting disposition. According to the report, which is a snapshot of all patients on a single day during the first week of June 2024 medically ready to be discharged but unable to safely leave the hospital, 79 patients were in the hospital after medical clearance for discharge, with 15 patients in the ED waiting for an inpatient bed. The reasons behind the delays include lack of guardians for patients who do not have the capacity for decision-making; delays related to long-term care Medicaid enrollment; need for specialized services such as one-to-one care, substance use disorder treatment and behavioral health assistance; patients abandoned at hospitals by families and caregivers who no longer have the capacity or resources to continue to care for the person at home.

**Mission Zero:** The Mission Zero plan is addressing the key drivers of New Hampshire's complex ED boarding challenge, including people in crisis who go to the ED because they have been unable to receive timely services in the community to address their mental health needs; people with acute psychiatric needs being unable to be transferred to an appropriate inpatient bed due to a shortage or system fragmentation of such beds; and people exceeding medically necessary stays in inpatient psychiatric facilities due to a lack of the right levels of support they need to discharge safely.

**Care Traffic Control (CTC):** CTC is helping to streamline adult involuntary emergency admissions statewide through new roles and new beds at New Hampshire Hospital and the standardization of the involuntary emergency admission requirements across all Designated Receiving Facilities. When CTC went live in January, the average number of days involuntary patients were waiting in the ED was at 4.81 days. In October, the average number of days was 1.79. While there are many factors that influence these numbers, the more comprehensive and collaborative approach is clearly making a difference.

**Involuntary Emergency Admissions (IEA) Trainings:** Over 200 clinicians/staff trained statewide in IEA, Revocation of Conditional Discharge (RCD), Conditional Discharge (CD) and Care Traffic Control (CTC) through partnerships with NHHA, the Behavioral Health Clinical Learning Collaborative, the Department of Health and Human Services (DHHS) and NH Hospital.

**Cybersecurity:** Hosted a joint meeting with Compliance Officers, Chief Information Officers and Health Information Management Directors with the federal HHS Office of Civil Rights focused on cybersecurity.

**New Member Resource:** Created "Relationship Cultivation Toolkit" to support member engagement with legislative and regulatory leaders.

**Situational Awareness:** Supported our membership with situational awareness and support over national shortages of IV solutions and blood culture bottles. Hosted weekly check-in meetings, sent regular email updates and analyzed data collection efforts to best understand inventory statuses. Also, shared updates with the AHA for their national situational awareness and advocacy.

**Collaboration Events:** FHC, NHHA, Home Care, NH Health Care and Healthcentric Advisors provide education on care topics to improve the quality of patient care across the care continuum.

## SERVICE TO OTHERS

Health care is a field rooted in service, where giving back is at the heart of all activities undertaken. In this spirit, we volunteered throughout the year to support a variety of community organizations, contributing our time and resources to support those in need and strengthen the well-being of our local communities. As part of Granite United Way's Day of Giving in September, volunteers conducted facility maintenance including painting at Back in the Saddle Equine Therapy Center in Warner while others volunteered at the Concord Coalition to End Homelessness in Concord doing some general cleaning throughout the building, reviving the shower area with a fresh coat of paint and other general organization and facility maintenance. As a result of a partnership with Family Promise of Greater Concord, NHHA staff purchased gifts for children of families facing homelessness to add a little magic to the holidays for them.



# Vision

Through leadership, collaboration, and partnership with other stakeholders, the NHHA envisions a healthy New Hampshire where all communities and individuals are able to reach their highest potential for health.

# Mission

The NHHA mission is to lead through advocacy, education, and information in support of its member hospitals and health systems as they strive to improve the health of the individuals and communities they serve.

# Diversity

The New Hampshire Hospital Association and the Foundation for Healthy Communities are committed to advancing the health and well-being of all people in New Hampshire. To advance our missions, we value inclusive care that recognizes and affirms every individual's unique characteristics, culture, and experiences. We believe that all people deserve respect and to be accepted as they are, free from discrimination and bias.

New  
Hampshire  
Hospital  
Association



CELEBRATING 90 YEARS



Collaborating with member hospitals  
since 1934

**ACADEMIC MEDICAL CENTER**

Dartmouth Health: Dartmouth Hitchcock  
Medical Center (Mary Hitchcock Memorial  
Hospital)

**SPECIALTY HOSPITALS**

Hampstead Hospital  
Encompass Health Rehabilitation  
Hospital of Concord  
New Hampshire Hospital  
Northeast Rehabilitation Hospital  
Veteran's Affairs Medical Center

**LARGE COMMUNITY HOSPITALS**

Beth Israel Lahey Health Exeter Hospital  
Catholic Medical Center  
Concord Hospital  
Concord Hospital-Laconia  
Dartmouth Health: Cheshire Medical Center  
Elliot Hospital  
Frisbie Memorial Hospital  
Mass General Brigham Wentworth-  
Douglass Hospital  
Parkland Medical Center  
Portsmouth Regional Hospital  
Southern New Hampshire Medical Center  
St. Joseph Hospital

**CRITICAL ACCESS HOSPITALS**

Androscoggin Valley Hospital  
Cottage Hospital  
Concord Hospital-Franklin  
Dartmouth Health: Alice Peck Day  
Hospital  
Dartmouth Health: New London  
Hospital  
Dartmouth Health: Valley Regional  
Hospital  
Huggins Hospital  
Littleton Regional Healthcare  
Maine Health Memorial Hospital  
Monadnock Community Hospital  
Speare Memorial Hospital  
Upper Connecticut Valley Hospital  
Weeks Medical Center

**ENHANCING VALUE FOR OUR MEMBERS**

The New Hampshire Hospital Association is proud of its Endorsed Business Partner (EBP) program, designed to build strong and lasting relationships that offer exceptional value, benefits and satisfaction to our hospital members.





# BOARD OF TRUSTEES

## October 2024 – October 2025

### OFFICERS/EXECUTIVE COMMITTEE

#### **Chair**

Susan Reeves, EdD, RN, CENP  
Chief Nurse Executive  
Dartmouth Health

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Androscoggin Valley Hospital

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#### **AHA RPB Delegate**

John Jurczyk, FACHE, President  
St. Joseph Hospital

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Stephen Ahnen, President  
New Hampshire Hospital Association

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Eileen Keefe, RN, Chief Nursing Officer  
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Catholic Medical Center



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## Contact Us



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