



# *Standing Strong*

*Annual Report 2010*



## *To Our Community Friends and Neighbors:*

*It's all about you* is how Speare Memorial Hospital rang in 2010 celebrating new facilities, programs and services.

Kicking off with the opening of our new 32,000 square foot medical office building, Speare Memorial at Boulder Point centralizes primary and specialty services in a modern, spacious, state-of-the-art facility designed to maximize patient convenience and provider collaboration. With our new building we also introduced a new program: RehabFIT Medical Fitness. As the only program in New Hampshire using SmartKey Wellness System Software to track, monitor and analyze performance, Medical Fitness is a member-based program developed to meet individual exercise and wellness goals based on your unique medical profile.

Also on January 1, Dr. John Richards, ophthalmologist, and his staff officially became a hospital department taking up residence at Boulder Point as White Mountain Eye Care & Optical. With the opening of the full-service optical shop in May, and welcoming Dr. Chris Russo, White Mountain Eye Care is the region's comprehensive, one stop shop for eye care services.

Once Boulder Point was complete, our old medical office building was demolished, resulting in "new" space on our main hospital campus for Plymouth OB/GYN and Plymouth General Surgery. By mid-summer both departments were welcoming patients to their new home. Over the summer we also introduced a new Pulmonary Rehab program. It has been designed to help improve the quality of life for patients suffering



from moderate to severe COPD and Restrictive Lung Diseases, and have had a decline in their endurance and ability to perform everyday activities.

Simultaneously, we have set the bar for service excellence among Critical Access Hospitals in New Hampshire. Over the past year we have performed at a level above both the national and state averages for in-patient National Quality Measures. We also rank in the top 10 percent of Critical Access Hospitals nationally who track and monitor patient satisfaction using Press Ganey. From the Board Room to the bedside we have embraced a culture of transparency in patient care, assuring that the right patient receives the right care at the right time.

Looking ahead our strategic direction will focus on integrating advanced technology with patient and family centered care. This will include bringing our physician practices online with electronic medical records (EMR) and enhancing the hospital's EMR to more fully coordinate care and continuity of service inside and outside the hospital. EMR will enable your most current and complete clinical information to be accessible not only to the hospital, but to your primary and specialty care providers as well.

Increased molecular testing in the lab, upgrading to three-dimensional ultrasound imaging in radiology, and offering massage therapy through RehabFIT are other technology and service enhancements planned for the coming year. We also look forward to the opening of our new Sleep Lab. With nearly 60 million Americans suffering from a chronic sleep disorder, early diagnosis and intervention are essential. Until now, the greater Plymouth area has been lacking this important service.

Combined these efforts optimize prevention, access and coordination of health care delivery, and are the foundation for collaborating as an Accountable Care Organization (ACO). ACOs are a national healthcare reform initiative. Together



Photos by John W. Hession

with regional provider partners, Speare Memorial Hospital is participating in a statewide ACO pilot project to improve patient outcomes across the continuum of care, long-term.

We set a strategic course to improve your access to care, promote wellness, spotlight disease prevention, and invest in the future of our healthcare community. Despite declining reimbursements, increasing costs and the rise in uninsured/ underinsured patients, we surpassed our expectations. It is our commitment to you that keeps us rooted in our community to provide the healthcare services you want and need, while standing strong during these challenging and uncertain economic times. Let us make your health our mission.

*Colleen C. Brickley*  
Colleen Brickley  
Chair, Board of Directors

*Michelle L. McEwen*

Michelle McEwen, FACHE, CPA  
President & CEO

## Speare Memorial Hospital Administration

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President & CEO

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Chief Medical Officer

**Kris Hering**  
Chief Nursing Officer

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# A Healthcare Community

**M**uch like the saying, “It takes a whole village to raise a child,” it takes a healthcare community to care for a patient.

Dr. Fred Kelsey, the medical director at Mid-State Health Center, recently used the phrase “Medical Neighborhood” to describe a state pilot program that will affect our medical community over the next several years called an Accountable Care Organization (ACO). This model of care delivery relies on tight communication among healthcare professionals and alignment of multiple healthcare agencies to meet the needs of the population. We are very excited to play a part in this pilot program which is expected to play a large part in future national healthcare reform.

This formal term ACO describes what we in our community have been doing for years ... coordinating care for local families among a number of organizations and agencies to best provide needed treatments and services. Examples include: primary care providers at Mid-State Health Center communicating daily with physicians caring for hospitalized patients in the Speare Emergency Room or ICU; professionals at Plymouth Family Practice fine-tuning medicines in the weeks leading up to a scheduled operation at Speare; staff at Plymouth OB/GYN consulting with providers at Plymouth Pediatrics about an upcoming birth.

Our physicians and staff also coordinate care with agencies like Pemi-Baker Home Health and Hospice, the Plymouth Senior Center, Whole Village, and local mental health professionals to meet the complete needs of our patients. Speare’s Dental Health Program has been expanded to reach at-risk pregnant women and young children through local obstetrical and pediatric offices preventing dental disease even before a child enters Head Start and the local elementary schools.

In addition, our medical neighborhood hosts medical specialists practicing cardiology, oncology, urology, ENT, neurology, and gastroenterology each week saving patients a drive to office visits in Concord, Laconia, Manchester or Dartmouth. By bringing these specialists to our community we are removing some of the transportation burden that often is a barrier to adequate care.

As a community hospital, we are prepared to meet most of your healthcare needs locally, but we are also well positioned to handle emergent and complex health challenges through established relationships with regional leaders in medicine. Our Emergency Room doctors consult with cardiac experts at Catholic Medical Center and have critical patients on their way to a life-saving cardiac catheterization within minutes. Providers in the ICU consult with

neurologists to begin treating stroke victims prior to transfer for continued care at Dartmouth Hitchcock Medical Center, (DHMC) or arrange dialysis with the team of nephrologists at Lakes Region General Hospital. Our obstetricians and pediatricians stabilize patients in preterm labor, or with newborn difficulties until the transport team can come from the Neonatal Intensive Care Unit at DHMC. Our Emergency Room also has arrangements for transport to LRGH and Concord Hospital for ENT and urologic emergencies.

Speare Memorial Hospital and our local healthcare providers hold the key to top quality care, whether local or at a regional world-class medical center. We look forward to meeting, and exceeding, your healthcare needs in our medical neighborhood.



**Dr. Joseph Ebner**  
Chief Medical Officer

## Spears Memorial Hospital Departments & Services

### Anesthesia

Birth Suite

Cardiac Rehab

Cardiopulmonary/

Respiratory Therapy

Diabetes Education/

Nutrition Counseling

### Emergency Services

Family Practice &

Internal Medicine:

Tenney Mountain

Internal Medicine &

Family Practice

General Surgery:

Plymouth General

Surgery

### Laboratory

Occupational Health

Oncology Clinic

Obstetrics &

Gynecology:

Plymouth OB/GYN

Ophthalmology:

White Mountain

Eye Care & Optical

Orthopedics: Plymouth

Orthopedics & Sports

Medicine Clinic

### Pulmonary Rehab

Radiology (X-ray)

Digital Mammography

Bone Density

CT Scans

MRI

Nuclear Medicine

Ultrasound

RehabFIT

Medical Fitness

Program

Physical & Occupational

Therapy

### Surgical Services

(Outpatient Ambulatory  
Surgery)

**Other services offered  
through our provider  
partners:**

**Cardiology:**

New England Heart

Institute at Catholic

Medical Center

**Ear, Nose, Throat:**

ENT Associates of

New Hampshire

**Gastroenterology:**

Carroll County

Gastroenterology

**Neurology:**

LRGHealthcare

**Pediatrics:** Plymouth

Pediatrics and

Mid-State Health

**Podiatry:**

James Scales, DPM

and Lakes Podiatry

**Urology:**

Concord Hospital

Urology Group and

Lakes Region Urology



# Quality & Patient Safety

The pursuit of sustained clinical excellence is a challenging, yet worthwhile endeavor. Why? Our community deserves a first-rate organization that provides safe, timely, and effective healthcare. Many organizations across America are trying to meet this challenge, yet few have made sustained quantitative progress. Over the past year, Speare Memorial Hospital has made meaningful gains in this area of work.

This past year, Speare Memorial Hospital has performed in the top 10 percent of *all critical access hospitals in New Hampshire* with respect to the delivery of

evidence-based medicine. Speare's performance now serves as a benchmark for others to emulate.

Speare recognizes that achieving favorable outcomes within the hospital is important and necessary. However, the true test of an effective Quality and Patient Safety program is whether it extends beyond the hospital walls. The program should favorably impact and influence the continuum of care — outpatient services such as lab and x-ray, rehabilitation and the physician office. Speare is positioned and poised to respond to this national and local expectation, as process improvement work is continuous.

The principle Quality & Patient Safety objectives at Speare Memorial Hospital remain the same:

- Eliminate patient harm
- Provide and document evidence-based medicine
- Make use of technologies so that clinicians can provide care more safely and efficiently
- Raise levels of patient satisfaction
- Increase effectiveness of communication as patients move from one service to another
- Earn the trust of the community by providing reliable and high quality service

## Patient Satisfaction

Speare Memorial Hospital works with Press Ganey, a national survey company, to solicit and track patient perceptions on, and satisfaction with, their care experiences. Results are tabulated and ranked nationally. Speare's goal is to achieve a percentile rank of 90 or better.

	SMH Mean	National Rank
<b>Outpatient Services*</b>		
Skill of techs/therapists/nurses	95.8	89
Likelihood of returning	95.4	94
<b>Ambulatory Surgery*</b>		
Physician Care	96.2	96
<b>Emergency Department**</b>		
Likelihood of recommending	87.9	92

\* National rank as compared to all Critical Access Hospitals participating in Press Ganey.

\*\* National rank based on Press Ganey Critical Access Hospitals with 15 – 20 thousand emergency room visits annually.

## Patient Harm

The number of occurrences of never events and adverse drug events reported during FY 2010

0

Never  
Events

0

Adverse  
Drug  
Events

## Patient Safety

Speare Memorial Hospital emphasizes transparency and a culture of patient safety reporting in response to the national effort to reduce medical errors and adverse events. There are 28 nationally reportable never events which have been embraced by the clinical staff and monitored by the Hospital Quality Council. During the 2010 fiscal year Speare had no adverse drug events or never events reported. This is a testament to the combined efforts of clinicians and technology working together to ensure the right patient, receives the right care, at the right time.

NH State Average

91%

National Average

86%

Speare

### Heart Failure

The percent of patients who were given discharge instructions before leaving the hospital.

100%

NH State Average

88%

National Average

86%

Speare

### Community Acquired Pneumonia (CAP)

The percent of patients who were given their first dose of antibiotics within six hours of arrival at the hospital.

100%

NH State Average

93%

National Average

87%

Speare

### Surgical Care Improvement Project (SCIP)

The percent of patients who received treatment to help prevent blood clots.

94%

## In-Patient Care

Community Acquired Pneumonia, Heart Failure and Surgical Care Improvement Project are three National Hospital Quality Measures sets. Hospitals report compliance on delivering care in accordance to nationally prescribed care practices. As the graphs reflect, 100 percent of our patients received care in compliance with these evidenced-based, standards for community acquired pneumonia and heart failure. Performance excellence was sustained throughout the fiscal year. For all three measures, Speare is providing a level of care higher than both the state and national averages. These results are attributed to the commitment and diligence of our physicians, nurses and respiratory therapists in providing consistent, patient-centered care.

# Occurrences



# The Speare Experience

Over the last five years Joel Heathcote from Rumney had noticed a general achiness settling into his knees. He got shoe inserts and learned to walk in ways that didn't hurt so he could "live with it." But the last year or so he was getting gimpier, so much so that people began commenting on the way he walked. "I knew it was time to do something," Heathcote says.

That something was actually bi-lateral knee replacement surgery. As it happened, he knew an orthopedic surgeon: Dr. Victor Gennaro. He met him back stage during the 2007 Educational Theater Collaborative production of *Beauty and the Beast*. "This kind of magic, meeting the right people, happens in the scale of the greater Plymouth area," enthuses Heathcote. "The concept of neighborhood medicine works here. I live in San Diego half the year and know a lot of people there, but no orthopedic surgeons."

He also knew Speare Memorial Hospital, having gone to the Emergency Room a couple of times and says they were very efficient. He knows Dr. William "Bill" Trought, radiologist, personally. And, he adds, "I did notice where Victor went to medical school, so I knew he was in a small town but he wasn't a small town doctor. I trusted Speare. I knew that

both Victor and Bill were first class doctors and they were practicing here. And I just look at that as how life can be, that quality and quantity are not directly related, bigger is not always better."

Heathcote's trust in Speare grew at his pre-operative orientation when he met CRNA Steven Ball and learned about his options for anesthesia during surgery. He says, "I developed honest rapport with Steve and was able to talk to him as a person, not just a professional, and that gave me confidence." On the day of surgery CRNA Terry Copsy was actually his anesthesia provider. Heathcote says he did not have any trouble shifting his confidence because of that honest rapport.

Following surgery, Heathcote was an inpatient for two days before transferring to a rehab hospital. Speare nurses continued to deliver the "Speare experience" Heathcote had come to expect: "Every time one of my nurses — Evelyn Mayes, LNA, or Bernice Sanders, RN — finished checking my vitals or my knees, they always asked 'Is there anything else I can do for you?' Every one of them always asked."

Aside from making the decision to have the surgery, Heathcote says his decision to go to the rehab hospital was significant. Although released by Dr. Gennaro, he credits his Physical Therapist Judy Bolger and

Physical Therapy Assistant Nancy Scothorne for their honesty in suggesting he could benefit from additional therapy. Director Social Services Kathy Wieliczko helped manage his expectations and options regarding therapy so that he could "do the right thing."

"That made points with me," Heathcote states. "Important people took a personal interest in my concerns. Judy and Kathy went out of their way to help me make a better health decision. They treated me like a special case, and dealt with my special issues. I felt very personally addressed — not just a number."

*Joel Heathcote splits his time between Rumney, N.H. and San Diego, Calif. A graduate of Dartmouth College, he is a freelance lighting designer whose specialty is fiber optic reproductions of the night sky.*





*"The concept of neighborhood  
medicine works here."*



# Volunteers Honored

**S**peare Memorial Hospital thanks the 103 volunteers who gave over 9,800 hours of service to the hospital during fiscal year 2010. Among those honored this past year were Ann Blair, Virginia (Ginny) Dunn and Marty Stokes who have been volunteering at Speare for many years, and combined have given over 33,000 hours of service to the hospital.

**Ann Blair** *volunteering since 1977*

- over 17,000 hours of service

**Ginny Dunn** *volunteering since 1994*

- over 10,000 hours of service.

**Marty Stokes** *volunteering since 2000*

- over 6,000 hours of service.

In May the three volunteers received the Presidential Service Award established to recognize the valuable contributions volunteers are making in our communities. Says Student and Volunteer Services Coordinator Jennifer Oldenburg, "Volunteering is a central part of their lives and it is important to recognize and honor them for their service. The three women received a pin, a certificate and a letter signed by the president thanking them for their dedication and service. Volunteers affect each part of our organization and by working together we can accomplish great things."

Susan Ackley  
John Adams  
Mary Ann Adams  
Tom Ambrose  
Bethany Atwood  
David Bartholomew  
Mary Bartholomew  
Phyllis Bates  
Joan Bergstrom  
Nancy Bird  
Karen Bissonette  
Ann Blair  
Irene Blake  
Jean Bolstridge  
Dan Bowers  
Sue Brothers  
Ann Burghardt  
Michael Buttolph  
Jessica Carpenter  
Linda Cochran  
Anne Cochran  
Pat Corbin  
Theresa Cote  
Sandy Crisp

Michele Daigneault  
Chelsea Desrochers  
Irene Deutsch  
Jules Doner  
Virginia Dunn  
Helen Ellsworth  
Chuck Engborg  
Lois Estell  
Mal Estell  
Nathan Fernandez  
Richard Flanagan  
Lee Fortier  
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Joanne Koermer  
Lucy Lahey  
Roland Lamb  
Rachel Lamphier  
Chantal LaPlante  
Leo LeBlanc  
Sandra Lehner  
Sarah Leroux  
Emily Loneragan

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Joe Mahoney  
Roz Margeson  
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Carolyn Piantedosi  
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Joan Poitras  
Janet Rapp  
Katie Roukes  
Lauren Sargeant  
Barbara Seguin

Kristina Simonds  
George Smith  
Brian Smoker  
Jenna Stearns  
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Marty Stokes  
Wallace Stuart  
June Tackett  
Ann Thibodeau  
Larry Tingley  
Eileen Torrey  
Jean Troiano  
Patricia von Klock  
Alexandre Wagner  
Bethany Ward  
Ed Weber  
Brian Whelton  
Christopher Wilk  
Gay Zimmerman





# Financial Update

Fiscal year 2010 continued to present the hospital with growth opportunities, along with operational challenges. Included in this year's financial results is Speare Memorial at Boulder Point, the new medical office building which opened December 2009.

Strategic investments for the future highlighted our operational focus this past year. Various renovations and demolition of the outdated medical office building adjacent to the hospital led to expanded and upgraded office space for Plymouth OB/GYN and Plymouth General Surgery. New equipment was obtained as physicians joined the medical staff, and older technologies were upgraded in other areas of the hospital. Our information technology network was also upgraded and expanded, including the continued transition to electronic medical records (EMR) in the hospital and at the various physician practices. When concluded, EMRs will allow access to all patient records across our network, regardless of office location.

Overall, patient activity was up slightly compared to last year. This was mainly due to an increase at our physician practices, and the addition of White Mountain Eye Care & Optical, which opened in January. The hospital outpatient activities

expanded with the fitness program which began in December 2009. However, as is the national health-care trend, the hospital had fewer acute patients who needed to be admitted for an overnight stay, and for those who did stay, their length of stay was shorter. The hospital did experience an increase in the number of sub-acute patients (those whose care needs are in transition) staying overnight.

With the economic downturn affecting all businesses and individuals in our service area, the hospital is fortunate to be in the financial position it is in. Thanks to a strong cash and investment position, Speare Memorial Hospital will remain a viable business within the community for many years to come.

Leading the financial team are Kathleen M. Beriau, CPA, MHA, accounting supervisor, and Richard F. Werkowski, FHFMA, MBA, chief financial officer.



## Statement of Operations

Financials for the year ending June 30 (in thousands of dollars)

	2010	2009
<b>Total Net Operating Revenues</b>	<b>\$47,189</b>	<b>\$44,710</b>
Anticipated dollars to be collected for services		
<b>Expenditures For:</b>		
Wages and Physician Fees	19,297	19,396
Employee Benefits	6,152	5,530
Supplies, Utilities, Insurance & Other Expenses	13,848	13,374
Provision for Uncollectable Patient Accounts	4,209	3,632
Depreciation on Buildings & Equipment	2,623	2,245
Interest on Debt	1,022	789
<b>Total Funds Paid Out</b>	<b>\$47,151</b>	<b>\$44,966</b>
<b>Net Income from Operations</b>	<b>\$38</b>	<b>\$(256)</b>

## Summary of Patient Services

	2010	2009
Emergency room visits	18,496	18,726
Outpatient (Registrations)	67,125	68,744
Surgical Services Cases	2,209	2,362
Physical & Occupational Therapy Treatments	20,372	17,913
Laboratory Tests	132,760	134,742
Radiology Tests	25,696	25,549
Oncology Procedures	6,454	6,499
Cardiology Exams (Includes Cardiology, Diabetes and Cancer Rehab Sessions)	1,123	1,026
Occupational Health Exams	722	772
Nutritional Health Consultations	2,935	2,953
<b>Total In-Patient Days</b>	<b>4,060</b>	<b>4,661</b>
Physician Practice Visits	33,171	N/A



# Giving Matters

Healthcare is a very personal matter. Where you choose to seek that care is based on many factors, not the least of which is trust. At Speare Memorial Hospital, our healthcare team takes that responsibility very seriously. We know that when you, your family, friends or neighbors need us, you can be confident that we will give you our very best.

Our ability to provide excellent care is sustained by the generosity of our community. During fiscal year 2010, Speare received gifts in the amount of \$261,921 from people who believe in our mission, and want to share in creating a community that cares for one another. During difficult economic times, it is particularly gratifying to see so many individuals, families, businesses and organizations giving back.

On behalf of the board, the staff and all of the patients served by Speare Memorial Hospital, it is with great appreciation that we recognize the following donors for their thoughtful support. Thank you!

## Giving Levels:

Philanthropist	\$1,000+
Benefactor	\$500 - \$999
Founder	\$250 - \$499
Ambassador	\$100 - \$249
Steward	Up to \$99

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# “Speare saved my life.”

Jean Swindell, Holderness, NH

Following an awful ice skating accident in which husband Murray Swindell says, “we almost lost her,” Jean credits the Emergency Room care given by Dr. Medicott, before she was transferred to a larger medical center, with saving her life. Murray says Speare Memorial Hospital is an asset to the community, providing professional, caring and friendly service, and why they feel it is so important to support the hospital.

That fateful day was not the first time the Swindells had come to Speare Memorial Hospital; nor was it the last. Says Jean, “We respect the hospital and we use it.”

**For more information about supporting Speare Memorial Hospital, and planned giving opportunities, contact Director of Development Susan Durgy, MBA, CRFE, at (603) 238-2211.**

*Donors Murray  
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