

Reflections

ANNUAL REPORT 2018





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Our Mission

To provide excellent healthcare for our community every day.

Our Vision

Our community will achieve optimal health with Speare as a leader in a vibrant regional healthcare system.

Our Values

Respect • Integrity • Caring • Teamwork
Patient-Centered Excellence • Stewardship

CEO & CHAIR REFLECTIONS



Michelle McEwen, President & CEO of Speare, and
Patrick Miller, Board President of Speare.

When we reflect on events that shape our lives, we often tell them in the form of a story. Perhaps this is most true in healthcare, as it touches all our lives, not only the lives of patients, but of family and friends, too. From the birth of a new child, a major operation or a visit with someone who is in the hospital, it's a common experience we all share.

These stories are often shared with the Speare Memorial Hospital staff and medical providers. Throughout these stories are several common, consistent themes, of which we are very proud. The patients we care for and their families tell us that we have an endless amount of compassion and understanding. They tell us that our investment in technology, clinical expertise and demand for excellence are appreciated. They also know we truly care about our community, and they expect to find us offering the services they need most.

Though it is impossible to fully capture the Speare story, we have attempted to capture its essence in this report. To do so, we share people's healthcare experiences in their own words. We hope you enjoy them as we reflect on the past year.

A handwritten signature in black ink that reads "Michelle L. McEwen".

Michelle L. McEwen, FACHE, CPA
President & CEO

A handwritten signature in black ink that reads "Patrick Miller".

Patrick Miller
Chair, Board of Directors

A special thank you to photographer Lloyd Berry, maintenance tech at Speare, for the beautiful scenic photographs used in this report.

CHIEF MEDICAL OFFICER REFLECTIONS



Autumn is a beautiful time in Northern New England. Although most of us enjoy nature's visual spectacle of fall foliage; to farmers, this time is a busy one, reaping and storing the harvest. As the farmers work to collect their bountiful crop, I would like to reflect on the fruits of our labors – how Speare has grown in providers over the past year in an effort to meet our community's need.

Med URGENT CARE

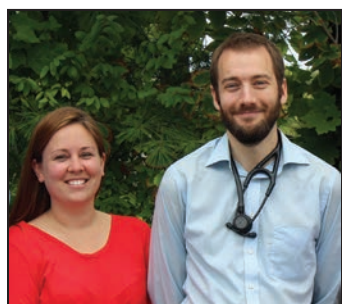
As we approach the first anniversary of the opening of the region's first urgent care facility, MedCheck has filled our community's need of providing walk-in appointments for urgent health care at a cost comparable to your doctor's office. Because MedCheck utilizes our common community medical record, records of care provided can be easily accessed by your physician to assist with care continuity.



In our operating room, new state-of-the-art equipment funded by The Charles Foundation allows our surgeons to care for patients with tools you would expect at larger institutions, but with the familiarity you expect at Speare. Dr. Doug Weiss and Tasha Gallup, PA-C, from Plymouth Orthopedics & Sports Medicine, put this equipment to use weekly to provide minimally-invasive orthopedic surgery close to home.



Plymouth OB/GYN welcomed obstetrician-gynecologist Dr. Lauren Blue last winter to assist our OB/GYN team in providing care to women of all ages. Her arrival coincided with the news of the closing of the labor and delivery service at LRGH. Speare is pleased to provide care to moms-to-be from a wider geographic area.



Dr. Oliver Salmon and Ashley Francis, APRN, have contributed to the growth at Plymouth Pediatric & Adolescent Medicine this year, as they work with the pediatric team to ensure a smooth transition from a newborn in the hospital nursery to ongoing visits in the office. This seamless service improves the care of the littlest ones in our community.



White Mountain Eye Care welcomed Dr. Ough last fall to improve access to local eye care. As an optometrist, he works closely with Dr. Musco to provide preventative eye care, as well as medical care for eye diseases.

To better meet the needs of our aging population, Speare Primary Care added Drs. Quintero and Young and Lisa Baker, PA-C, to the team. Throughout this transition, Speare Primary Care is positioning itself to better address the healthcare needs of our population.

To ensure care is delivered timely and compassionately, Maureen Booth, APRN, was added to the hospitalist team last fall to help care for our sickest patients. She works closely with the hospitalist physicians and nursing staff and makes certain that safe discharge plans are in place once the patient is ready to leave.

This growth in medical providers could not have happened without the team that makes us Speare. There are hundreds of employees working together, in every department across the span of services, who make a difference in the lives of our patients every day. Our providers could not deliver the care without this team of dedicated staff.

What a bountiful harvest we have had! I hope you too can take a few minutes in gratitude to reflect on the many blessings you received this past year, and of course, enjoy the leaves!

Yours in Health,

Joe

"I witnessed a wonderful group of nurses, doctors, etc. all working beautifully together as a team. They all were absolutely wonderful to me and so professional. I felt so comfortable and knew I was in good hands. I am so extremely grateful for such a positive experience. So grateful that Dr. Musco took me as a patient even though he knew that it was a challenge. I was legally blind in my right eye because of a cataract and now... I have 20/20 vision! My heart overflows with gratitude; it brings tears to my eyes. I am so happy to have my sight back. I feel blessed!"

NURSING REFLECTIONS



Susan Laverack M.Ed, Stephanie Bouchard RN BSN director, Sara Dupont MSW social worker, and Deborah McQuillen RN care manager.

HELPING PATIENTS WITH BEHAVIORAL HEALTH & SUBSTANCE USE DISORDERS

Speare's care management team was enhanced this year with the addition of Susan Laverack, M.Ed., community care coordinator. Susan's position is funded through New Hampshire's Medicaid Integrated Delivery Network (IDN) waiver program to combat the state's opioid crisis. She is responsible for improving coordination between a patient's healthcare providers and connecting patients to community support across Franklin, Laconia, and Plymouth (IDN 5). Her goals are to:



Susan Laverack M.Ed
Community Care Coordinator
for IDN 5 — the Franklin, Laconia,
and Plymouth communities.

- ✓ Promote timely access to appropriate care.
- ✓ Increase access to and use of preventative care.
- ✓ Reduce emergency room visits and hospital readmissions.
- ✓ Increase a patient's ability for self-management and shared decision-making.
- ✓ Facilitate medication management.

As a resource for Medicaid patients with behavioral health or substance use disorders, Susan dedicates her days to working on enhancing a patient's health and well-being, increasing patient satisfaction, and reducing healthcare costs.

*"Just had to spend over 24 hours at this hospital.
I can't talk enough about the amazing nurses in the ICU,
and the nurses and doctor that cared for me in the ER.
There is no other hospital around that I trust more with my health...
and literally, my life!"*

PREVENTING PATIENT FALLS

Falls are the leading cause of unintentional injury deaths in New Hampshire among people ages 65 and over. Although most of those falls occur in or near the home, a team at Speare has been working diligently to decrease patient falls and harm to patients who may fall in the hospital. The team reviewed when and where falls occurred and the conditions at the time of the fall. Based on their review, they determined that a majority of falls were related to using the restroom. The group suggested a trial of additional bars in the bathrooms to increase stability. This trial was successful, and bars will now be added to all the inpatient bathrooms.



Linda Simpson RN BSN OCN staff nurse/chemotherapy certified nurse, Kim Brace health unit coordinator, Jo Boyce RN oncology staff nurse, and Ann Marie Piper RN BS OCN staff nurse/chemotherapy certified nurse.

TREATING PATIENTS WITH CANCER

Being diagnosed with cancer is scary and the treatment intimidating and complicated. Speare's oncology department, affiliated with The Norris Cotton Cancer Center at Dartmouth offers our patients access to sophisticated cancer care close to home. Our board-certified oncologist/hematologist and oncology-certified nurses provide individualized chemotherapy, biotherapy, anemia treatments, blood transfusions, and phlebotomy. Speare also offers infusions and injections for the treatment of non-cancer related conditions.



USING NEW TOOLS TO HELP ADDICTED NEWBORNS

Lara Annett AD RN, Cindy Lemien AD RN, Heather Grenon BSN RN, Jennifer Hennessy AD RN, Ashley Francis APRN, Sara Dupont social worker, and Beth Simpson MSN NE-BC, nurse director.

Neonatal abstinence syndrome (NAS) is a group of problems caused when a newborn withdraws from certain drugs or substances it was exposed to in the womb. Working together with Plymouth OB/GYN and Plymouth Pediatric & Adolescent Medicine, the birthing suite at Speare has developed a cohesive approach to caring for these women and their infants. Identification in the early stages of pregnancy has helped to get mothers who suffer from substance use disorders connected to our social workers

and access to community-based resources to address their needs. This has also better prepared them through education on what to expect themselves and how their newborn will be monitored. The medical providers on Speare's birthing suite have completed advanced training in a data-based tool that allows for a non-narcotic approach to weaning newborns off of their addictive substance resulting in improved outcomes. These babies are then followed up closely at Plymouth Pediatric & Adolescent Medicine.

SURGERY REFLECTIONS



Dr. James Koren, Plymouth General Surgery, is highly skilled in laparoscopic and weight loss surgery procedures.

"I was on my fourth ER visit when Dr. Koren said I needed a colon resection. Even though I was in great pain, I was really concerned about ending up with a colostomy bag. Dr. Koren said he would do everything that he could to avoid that and he did! I was very, very, very pleased with Dr. Koren and received excellent treatment from the nursing staff. I was out of the hospital in just two days, and everything has been on the upswing since. I have no dietary restrictions, and don't take antibiotics or pain medication, because I have no pain!"

Leo was treated with antibiotics and other measures in his first visits to Speare. Each time he seemed better but would be back two weeks later in pain. During his last ER visit, Dr. Koren recommended a colon resection, which removes part of the intestine.

A highly regarded surgeon, Dr. Koren intensely prepares for each of his surgeries.

"I try to avoid unexpected findings," says Dr. Koren. "I am very focused in surgery. I try to be efficient and not make any extra moves. The longer someone is on the table, the more likelihood there is of complications. I don't rush through it. I get in, do what needs to be done, and get out."

Another factor that helped Leo was working with Speare's anesthesia team to decrease the amount of narcotic pain medicine he needed which led to a much more effective and quicker recovery. Dr. Koren points out that a small hospital like Speare is also able to provide more recovery room nursing care as well as more overall one-on-one nursing care — something that leads to better recoveries.



LEADING THE WAY IN NON-OPIOID PAIN MANAGEMENT

Steve Ball, MS, MBA, CRNA, APRN, director of anesthesiology at Speare, is a leader in pain management without narcotics.

"I was scared to death after my last bowel surgery. It took several days before my body was functioning again and I was able to stop a liquid diet. When it was time for me to have a second bowel resection, Dr. Casey asked if I was willing to try something new — anesthesia without narcotics during my surgery. He was right. It worked a lot better than my previous surgery! I had lunch after the procedure, and that night I was walking around, had lasagna for dinner. My body was functioning normally, and I was out of the hospital a day later!"

Robert is one of many patients benefiting from non-narcotic pain management at Speare. Leading the charge is Steve Ball, CRNA, director of anesthesiology at Speare. Using opioid free anesthesia has been gaining popularity with anesthesiologists in response to the opioid crisis, as people are often introduced to addictive narcotics following a health issue or injury.

Ultrasound-guided nerve blocks allow anesthesiologists to administer local anesthetic directly onto the nerves that power certain parts of the body. These are located through spaces between tissues where small nerves run or in nerve bundles, which can make parts of the abdomen, chest, back, or entire arm numb. Following a nerve block, patients have reported that they feel no pain from 18 to 48 hours after surgery.

"It's a mistake to think that just because Speare is small, we are not on the cutting edge," says Steve. "Our size allows us to introduce things that are working elsewhere more quickly than larger institutions."

The anesthesiologists at Speare are ultrasound-trained and have experience using the technology. They continue to update equipment and their skills even further as they continually advance their training.

REFLECTING ON MY SON'S CARE



Angel and Jeffery Bray with sons, Harbor Bray (left) and Westley Bray (right) at their family farm stand.

"My son had surgery at Speare Memorial Hospital and I can't say enough good things about our experience! We received an excellent level of care, knowledge and professionalism — Speare is an all round five-star hospital. They were so gentle with my son and took extra measures to make sure he was comfortable and happy during the whole experience. The staff members also made my husband and I informed about everything there possibly is to know of the procedure and made us comfortable with the entire experience. There is not a doubt in our minds that if a family member ever needs another surgery or procedure this is the place it needs to happen! We are truly grateful for the level of care and the compassion they showed our family!"



Joan Glidden RN preoperative nurse, Steve Ball MS MBA CRNA APRN director of anesthesiology, and Deborah Majersky RN intraoperative nurse.

Westley had ear problems from the time he was born. He had earaches and would grab at his ears. His parents, Angel and Jeff, tried everything. They felt like they lived in the emergency room, primary care office or, walk-in clinic. They thought perhaps he had just built up an immunity to all the antibiotics, but then they saw a specialist and learned that Westley had fluid buildup in his ear.

They were happy to have an answer but nervous about the resolution. He needed to have surgery to insert an ear tube. The operation would relieve his pain, but it involved making a tiny incision in his eardrum to insert the tube. Jeff had a good experience at Speare the previous year when Dr. Gennaro operated on his shoulder, so they felt comfortable with Speare. They were not disappointed.

Angel says they not only found the nurses and anesthesiologist Steve Ball skilled, but especially kind. Westley was able to hold his toys and wear his pajamas during the procedure, and Steve held him in his arms like he was his own child. Westley started feeling better right away after the operation and has been having a great time on their family farm since.



UPDATE FROM MOM

A year after his surgery, Westley is doing fantastic! He started school as soon as he turned 3 in April to help him catch up with other children his age. He goes four days a week, and it has helped him with his communication, speech, fine and gross motor skills. His ear infections are almost non-existent now. His breathing has improved, as well as his hearing since his surgeries. Overall he is a much healthier and happier boy!

REFLECTING ON NEW DOCTORS



NANCY QUINTERO, DO

MEDICAL DEGREE: Michigan State University

BACHELOR'S DEGREE: Southern California College

RESIDENCY: Internal Medicine Resident, Garden City Hospital, MI

BOARD CERTIFICATION:

Diplomate, American Osteopathic Board of Internal Medicine

Dr. Quintero recently joined the team at Speare Primary Care. Originally from Columbia, she keeps her ties to Latin America through involvement in medical missions to countries in that region. She spent several years providing medical care in Michigan and Pennsylvania before moving to New England.



KEVIN YOUNG, MD

MEDICAL DEGREE: University of Virginia Medical School

BACHELOR'S DEGREE: Bowdoin College

RESIDENCY: Family Practice Resident, Mid-Michigan Hospital Center

BOARD CERTIFICATION:

Diplomate, American Board of Family Medicine

SPECIAL INTERESTS: Diabetes

After providing medical care in our community for 36 years, Dr. Young joined the team at Speare Primary Care. He continues to bring a wealth of clinical experience in family healthcare to Central New Hampshire.



LAUREN BLUE, MD

MEDICAL DEGREE: Trinity School of Medicine, GA

BACHELOR'S DEGREE: University of Alabama, cum laude, honors program

RESIDENCY: Obstetrical & Gynecology Resident, Aultman Hospital, OH

Dr. Lauren Blue recently joined the team at Plymouth OB/GYN. She has a special interest in comprehensive obstetrics — including high-risk pregnancies— birth control counseling, and the management of menopausal symptoms.

REFLECTING ON RADIOLOGY & WOUND



Dr. Kevin Rivera, Chief of Radiology.

NEW RADIOLOGISTS EXPAND SERVICES FOR COMMUNITY

Speare is now working with Southern New Hampshire Radiology Consultants (SNHRC) to provide increased services in Central New Hampshire. Dr. Kevin Rivera, chief of radiology at Speare, is leading the expansion with specialty training and the purchase of new equipment and technology. Using various imaging methods that include ultrasound, CT, MRI, and fluoroscopy, new services include:

BIOPSY PROCEDURES:

- Ultrasound guided breast biopsy & aspiration
- Stereotactic core breast biopsy
- Liver
- Thyroid
- Soft tissue (muscle, lymph nodes)

OTHER PROCEDURES:

- Abscess drainage procedures
- Pain management for small, medium, large joints
- Epidural steroid injection
- Paracentesis
- Thoracentesis

"I love being able to have these procedures at my local hospital, so I do not have to travel far from home. We are so fortunate to have Speare Memorial Hospital in our own backyard!"



Dr. James Hanowell, Dr. James Koren medical director, Linda Drew front office coordinator, Deanna Brodie LPN HBO tech, Alison Lovett RN wound care certified, Dr. John Bentwood, Rebecca Sexton PA-C, Patricia Norcross RN, and Rebecca Sayre RN clinical program director.

SPEARE'S WOUND CARE CENTER EARNS CENTER OF EXCELLENCE... AGAIN!

The Wound Care & Hyperbaric Medicine Center continues to provide excellent wound care to our patients and has once again earned the prestigious Robert A. Warriner III Center of Excellence honor by Healogics, the nation's largest provider of advanced wound care services. The Center earned this recognition as a result of its outstanding clinical and operational results and exceptional patient satisfaction

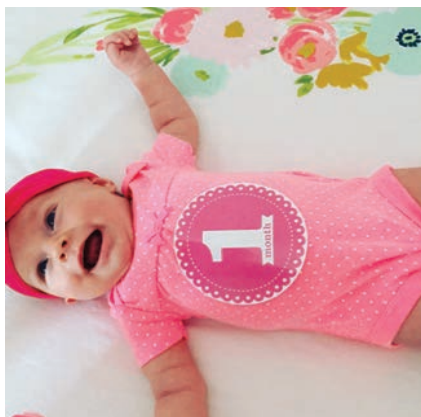
ratings. Maintaining the highest standard of care year after year requires a dedicated focus, stamina, and strength. It demonstrates our Center's continued and consistent commitment to our patients and hospital partners. Our team of highly trained professionals is making a difference in the lives of those who have been without hope of healing.

REFLECTING ON GIVING BIRTH AT SPEARE



Dr. Lauren Blue of Plymouth OB/GYN, Megan & Alex McLean and baby Marley.

“My daughter Megan just delivered a baby at Speare and had the most wonderful experience. She was going to have her baby at LRGH and was one of those shocked to learn she would not deliver there. She was scheduled to go to Concord, but two days after her due date was told that her insurance wouldn’t be accepted there. That wasn’t a great introduction to Speare, but it all went up hill from there — as she met and was so professionally handled by the staff in what turned out to be a very challenging delivery. You now have a family singing the praises of Speare. Thought you’d like to know.”



"I can't say enough good things about Speare," says Meg. "Because of its size, I wasn't just another patient. I had so much personal attention from everyone that I didn't want to leave!"



The crib was set up. The bags were packed. She was seven days past her due date. The only uncertainty had been where she could give birth. And this morning she woke up in labor.

At the start of her pregnancy, Meg McLean and her husband, Alex, began reading parenting books and preparing the baby room. Everything was going along dreamily. Six months into her pregnancy, however, she learned that her local hospital would no longer deliver babies, and she would be going to Concord. Two days after her due date things took another turn when Concord Hospital declined her insurance. She didn't know at the time that she was about to have a complicated delivery. But if there is a silver lining, hers was Speare.

Meg was seen at Plymouth OB/GYN at Speare the same day she called them. Dr. Ebner took time to explain and demonstrate all the things that could happen during her delivery. She was given a tour of the birthing suite and found it warm and equipped with all she needed for a safe and comfortable delivery.

"I was so stressed out when I got there, but everyone was so nice I couldn't help but feel better," says Meg. "They even had my birthing plan in place!"

She went home with her spirits up.

"It happened so fast," Meg remembers. "I woke up the next morning with one contraction after another — each one under 40 seconds as we made the twenty-minute drive to Speare. I was in so much pain; I would have never made it through an hour-long drive to Concord."

Dr. Blue, a new physician at Plymouth OB/GYN, was on duty. Meg's uterus was contracting so fast that it was affecting the baby's heartbeat and both of their oxygen levels.

"Dr. Blue was so calm, confident and soothing that I didn't realize anything was wrong," says Meg. Ashley Francis, APRN, from Plymouth Pediatric & Adolescent Medicine was also there, as is protocol at Speare when a baby may need extra care. They explained that due to the lack of oxygen, they needed to get her baby out fast. Meg recognized the tools that Dr. Ebner had shown her the day before and was not concerned as the medical team jumped into action. Daughter Marley was born at 12:51pm. Ashley swept Marley away to be carefully examined and monitored. Both mom and baby were fine.


In the end, Meg says Speare was the very best thing that could have happened.

The young McLean family were so pleased with Ashley, that they now use Plymouth Pediatric & Adolescent Medicine as Marley's physician group. "It's nice to go there now because they really know my little family," says Meg.

As for the future, Meg says they will definitely go to Dr. Blue and Speare again. Next time, however, they will plan on it.

PROJECTIONS — WEIGHT LOSS SURGERY

WEIGHT LOSS SURGERY CENTER at Plymouth General Surgery

A portrait of Dr. E. James Hanowell, a middle-aged man with glasses, wearing a white lab coat. The lab coat has two logos: 'SPEAR' on the left chest and 'Dr. E. James Hanowell Plymouth General Surgery' on the right chest. He is smiling and looking towards the camera.

With obesity on the rise, weight loss surgery has proven to help people safely and effectively lose weight and keep it off, while reducing the risk of life-threatening conditions. On average, people lose from 50 to 70% of their excess weight.

Speare will soon be launching the Weight Loss Surgery Center at Plymouth General Surgery. Dr. Koren, who has advanced fellowship training in bariatric surgery, is leading the effort. The two procedures offered at Speare will be gastric bypass and gastric sleeve.

“When done correctly, with the appropriate follow up, weight loss surgery really does work,” says Dr. Koren. “These aren’t the stomach stapling and lap band procedures that failed in the past. These are time-tested.”

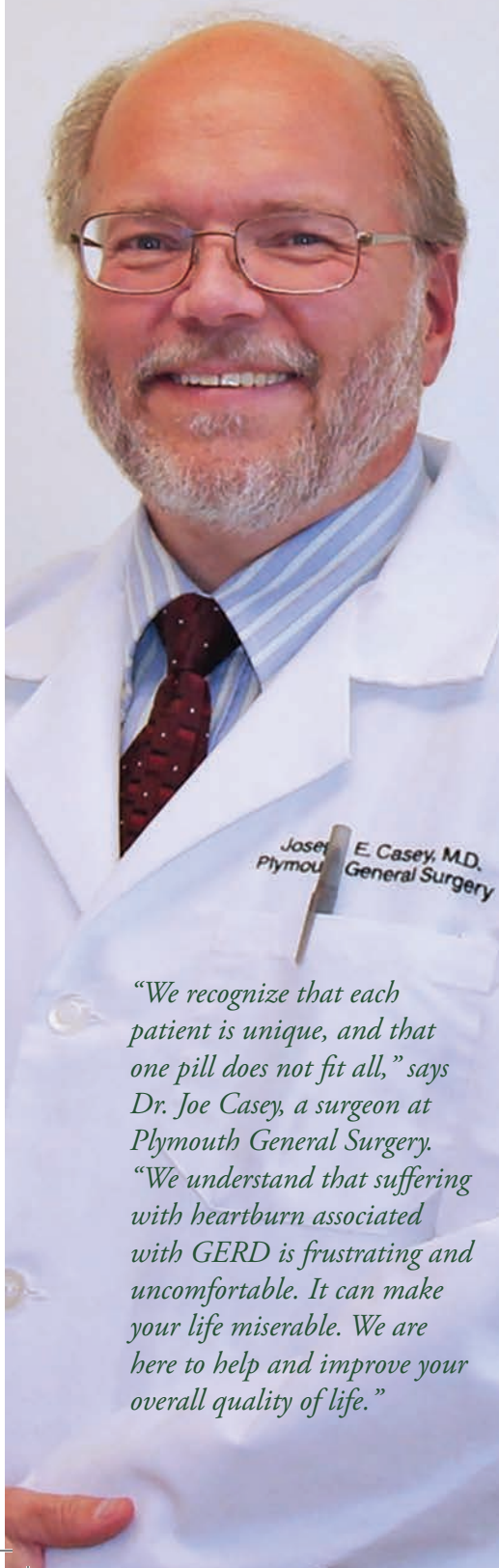
Gastric bypass has been performed since the 1970’s with proven success over the long term. The gastric sleeve has been popular for nearly a decade and has performed well.

The Weight Loss Surgery Center will begin holding information meetings at Speare early in 2019, to explain the process and determine who is a good candidate. The next steps will involve nutrition counseling, implementation of an exercise program and behavioral health assessments. Speare wants participants to succeed and that can only happen with a comprehensive program, close to home.

ACID REFLUX & HEARTBURN CENTER

ACID REFLUX & HEARTBURN CENTER

at Plymouth General Surgery

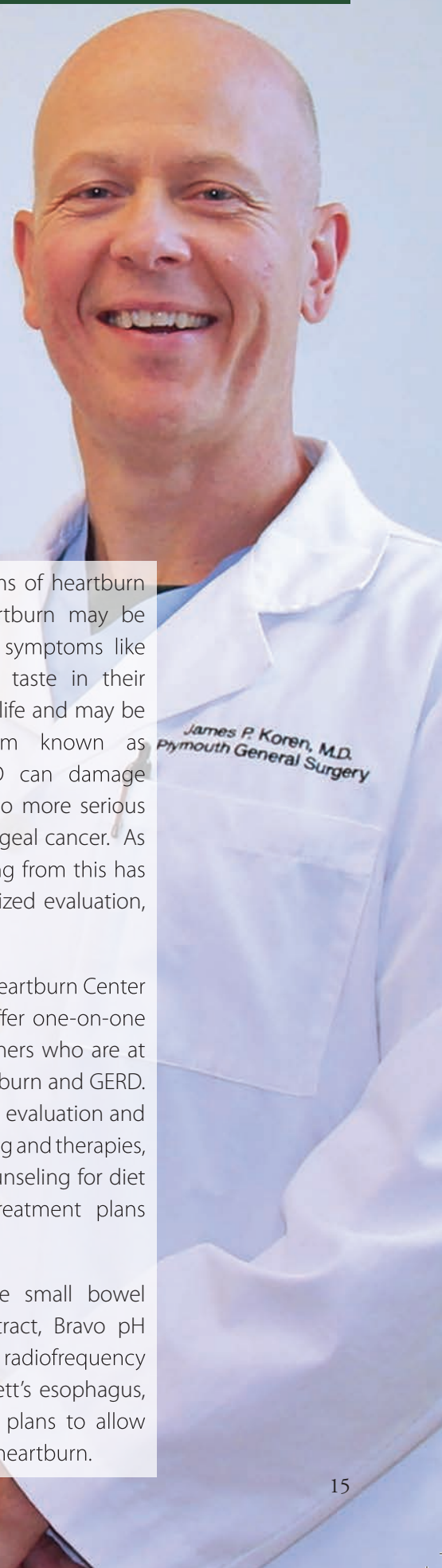


"We recognize that each patient is unique, and that one pill does not fit all," says Dr. Joe Casey, a surgeon at Plymouth General Surgery. "We understand that suffering with heartburn associated with GERD is frustrating and uncomfortable. It can make your life miserable. We are here to help and improve your overall quality of life."

Over 44% of adult Americans have the symptoms of heartburn at least once a month. While occasional heartburn may be normal, millions of people suffer from chronic symptoms like heartburn, chest pain, indigestion or a bitter taste in their mouth. These symptoms can interfere with daily life and may be associated with a more significant problem known as gastroesophageal reflux disease (GERD). GERD can damage the esophagus and, if left untreated, may lead to more serious medical problems such as ulceration and esophageal cancer. As the number of people in our community suffering from this has increased, so has the need to provide individualized evaluation, counseling, and treatment.

Speare will soon be launching the Acid Reflux & Heartburn Center at Plymouth General Surgery. The Center will offer one-on-one consultations with our specially trained practitioners who are at the forefront of diagnosis and treatment of heartburn and GERD. The Center will also provide the latest in upper GI evaluation and reflux monitoring, state-of-the-art diagnostic testing and therapies, comprehensive patient education programs, counseling for diet and lifestyle modifications, and customized treatment plans including medications and surgery.

Using technology like endoscopy and capsule small bowel endoscopy to directly visualize the upper GI tract, Bravo pH capsules to evaluate for abnormal acid reflux, and radiofrequency ablation to treat those with a higher risk of Barrett's esophagus, the Center will offer evidence-based treatment plans to allow people freedom from debilitating acid reflux and heartburn.





QUALITY REFLECTIONS

Reflection

IS LINKED TO PERCEPTION...

When our patients take the time to complete our surveys or send us a note, they are reflecting on the care they received at Speare Memorial Hospital or at our physician practices. Each experience is unique and essential to our quality improvement efforts.



Patient stories add a dimension to the written survey data we collect. They are a powerful way of understanding our patients' perceptions of their experience, and they deepen our focus and engagement on quality and safety issues. Patient perceptions are bigger than the clinical experience — they share information that builds a complete picture of their time with us, from the cleanliness of our facilities to the billing process.

Quality improvement depends on medical staff and employees making improvements in the setting where the work is delivered. When we noticed a dip in the ratings we received for cleanliness and courtesy of the housekeeping staff, the environmental services and nursing departments began to visit patients in their rooms to better identify why perception was not as high as usual. They learned that often times patients based their perception of cleanliness on whether or not they saw a housekeeper enter the room or bathroom. It was determined that the housekeeper should be in the room when the patient is present and introduce themselves. We continue to monitor patient feedback in this area to measure if these changes improve patient perceptions.

Other initiatives this year include forming a patient perception task force which will include community members from our Patient Family Advocacy Committee; engaging all medical staff and employees in a culture of safety for positive patient outcomes; broadening communication between the pharmacy and nursing so patients better understand their medication management after discharge; and adding a care coordinator in the emergency department during the afternoon to improve patient experiences.

As a patient-family centered hospital, the Speare story is driven by our patients and their families. How our patients and their loved ones perceive the services we provide and the people providing those services, determines how their journey is experienced. These reflections are critical to our ability to fulfill our mission — to provide excellent healthcare for our community every day.



VOLUNTEER REFLECTIONS



Richard Flanagan, Chris Fenn, Nancy Kolb, and Pat Corbin.

by Chris Fenn, Student and Volunteer Services Coordinator

As I reflect on the Speare Memorial Hospital volunteer program and the changes we have experienced, I can't help but think of each individual volunteer that is committed to helping others and giving of themselves and their time for a cause they believe in.

Some of these volunteers have faced their own personal challenges and have actually lived through many of the same experiences as our patients and their family members.

The volunteer program at Speare is multifold in the way it seeks to meet the needs of the volunteer population as well as the needs of the hospital departments and individuals. Our department has expanded this year to include a hospital gift shop, with a percentage of profits going to support scholarships for local health students. The new shop offers fun gifts as well as necessities for patients, visitors, and staff.

We have also increased our volunteer in-room interactions by delivering a flower and a word of encouragement to each patient. This volunteer visit has given us new opportunities to enhance the patient and family experience.

Each volunteer has a story as to why they chose Speare as the place to give back to the community. Some have been patients or have had family members as patients. Others have retired from their own careers in healthcare and desire to give back in a familiar setting. And others are students seeking experience in a healthcare setting. One reflection that is common among all of our volunteers is their desire to help someone and make a difference.

Our volunteer team has donated over 4,500 hours this year

in the following hospital departments: Health Information Management, Inpatient Units, Reception Desk, Oncology, Gift Shop, Environmental Services, Business Office, Spiritual Needs, and various offices. In addition to our volunteer team, we have had volunteers for special hospital events (Golf Tournament, Shamrock Shuffle, Town-Wide Yard Sale, and Men's & Women's Health events), Patient Family Advocacy Committee, and the Outreach and Scholarship Committee.

Thank you to each volunteer that has given of themselves.

"Volunteers are the only human beings on the face of the earth who reflect this nation's compassion, unselfish caring, patience, and just plain loving one another." ~Erma Bombeck

CURRENT VOLUNTEERS

Joan Bergstrom
Ann Blair
Irene Blake
Ann Burghardt
Pat Corbin
Linda Campbell
Marcia Covell
Irene Deutsch
Veneice Dimartino
Richard Flanagan
Lee Fortier
Lilly Friedman
John Gray
Dolores Hopper
Peggy Horton
Joyce Jardin
Barbara Jenkinson
Deb Kaplan
Glory Kidger
Sally Kilfoyle
Nancy Kolb
Carol Mabin
Annie Martin
Dr. Dana Merrithew
Carolyn Piantedosi
Judy Raybeck
Nancy Sawyer
Elaine Shaunessy
Judy Siegel
Jeff Smith
Stephanie Sywenkyj
Bill Taffe
Ann Thibodeau
Larry Tingley
Kim and "Seven" Turgeon
Ed Weber

CLERGY

Deacon Mike Guy
Rev. Leo LeBlanc
Rev. Eileen Torrey

FINANCIAL REPORT

by Tom Lenkowski, Chief Financial Officer

This past year, hospital operations continued to adapt to our new Electronic Health Record (EHR) and back office financial and billing systems. As the organization moved ahead with stabilizing the new system, it was also necessary to maintain its two legacy systems which contained billing and financial data not transferred to the new system. The legacy systems were de-activated at the close of the fiscal year but remain on-line to support providers with historical data for their patients.

The Operations for Fiscal 2018 resulted in an operating loss of \$571,000 which was slightly higher than anticipated but for varying reasons. Overall, gross revenues were 6% above target with inpatient and outpatient areas leading the way and medical practices slightly under target for the year. After allowing for government/payer allowances, bad debt and financial assistance, net patient revenues finished the year 5% over budget. Overall expenses were 6% over budget for the year. A significant variance occurred with wages and benefits as several providers were out on leave during

the year and the hospital continued to experience clinical vacancies on nursing units. These vacancies were replaced with higher-cost travelers/locum staff and, as a result, the cost of operations increased proportionately. Speare self-insures its health insurance program and, in this year, the plan experienced higher than normal domestic claims which were not covered under its stop-loss plan. Additional expense stresses were felt in prescription drug costs, IT management expenses, and medical supplies used in the operating room.

Each year Speare faces new challenges and hurdles to overcome while maintaining a safe, comfortable environment for patients, visitors, and staff. During the past year, many of these challenges came from within the organization and were the result of unplanned events. What sets our organization apart from others is the resiliency and dedication of our staff to meet these challenges head-on, develop solutions, and right the ship with little fanfare or complaint. Thanks to all of those folks who work each day to make our organization successful.

Statement of Operations <i>Financials for the year ending June 30</i> <i>(in thousands of dollars)</i>		
	2017	2018
Total Net Operating Revenues	55,286	57,466
Impact of DSH	(2,260)	3,714
Expenditures For:		
Wages, Contract Staff and Physician Fees	26,648	30,398
Employee Benefits	5,629	7,005
Supplies, Utilities, Insurance & Other Expenses	14,560	18,247
Medicaid Enhancement Tax	2,368	2,368
Depreciation on Buildings & Equipment	3,223	3,257
Interest on Debt	511	476
Total Funds Paid Out	52,939	61,751
Net Income from Operations	87	(571)

Summary of Patient Services		
	2017	2018
Emergency Room Visits	14,850	14,149
MedCheck Urgent Care	0	4,930
Surgical Services Cases	2,290	2,183
Physical & Occupational Therapy Treatments	28,149	28,006
Laboratory Tests	126,518	132,028
Radiology Exams	23,861	26,824
Oncology	4,273	4,453
Total Observation Days	677	932
Total InPatient Days	5,007	5,076
Physician Practice Visits	30,309	38,269



DEVELOPMENT REFLECTIONS

"My husband passed away in this room before it was completed, but he was comfortable, as was our family. The nurses were outstanding with their care of him and the kindness that they showed to our family. We appreciated it so very much, and I was pleased to be able to support this project!" - Lillian Brown

Planning and oversight of the renovation project was provided by the Patient Family Advocacy Committee

This past fiscal year, thirty-four donors generously responded to a challenge grant from the Lovett-Woodsum Foundation to help fund the renovations of Speare's Palliative Care room. Hospital patients receiving short-term, end-of-life comfort care, and their families, have a home-like space where they can be together. When not in use, the room is made available to Pemi-Baker Community Health and the Newfound Area Nursing Association for their hospice patients who require assistance with symptom management or when respite care is needed by the patient's caregivers.

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SPEARE MEMORIAL HOSPITAL'S PATIENT FAMILY ADVOCACY COMMITTEE

works to create partnerships and guide initiatives that improve the patient and family experience and that enhance the quality and safety of healthcare.

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"From November to March, I had several medical procedures which ultimately ended up with gallbladder removal. I cannot say enough good things about Speare's facilities and the doctors, surgeons and all the staff. Everyone I dealt with was so professional, kind, respectful and set me at ease. How blessed I am to have this all so close to home! The "thank you" card from the OR staff was an especially heart-warming touch. A huge thank you to the nurses in the OR as well. You are the best!"