



Community

2019

Annual Report

spearehospital.com

SPEARE
Memorial Hospital
A Critical Access Hospital



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OUR MISSION

To work together to serve the needs of our patients
and community.

OUR VISION

A community where all can achieve optimal health.

OUR VALUES

Kindness • Collaboration • Patient & Family Centered
Safety • Excellence • Efficiency • Professional

A Message from the CEO & Board Chair

Those of us who work at Speare have the good fortune of providing a valuable resource in the communities where we live. Speare employees, medical staff, and board of directors work tirelessly to improve the quality of life and healthcare in our region.

Aside from being a large employer in our rural location, we play a vital role in improving the health and wellness of residents and in enhancing the overall economic strength of our community. As a critical access hospital, we offer medical care that is local, convenient, and always improving. This is especially important to our growing elderly population.

Our mission “to work together to serve the needs of our patients and community” and our vision to be “a community where all can achieve optimal health”, drives everything we do. And sometimes, that is best accomplished in collaboration with other entities.

Because a sustainable future for our community requires shared efforts to address shared concerns, we must work in a symbiotic fashion to meet our community’s needs. The common good, the saying goes, is the good we seek in common.

There are quantifiable forms of community benefit, such as the total dollars Speare commits each year to charitable care, but many more defy measurement. In the pages that follow, we share examples of the synergy between Speare and our community. Keeping in mind that community benefit is a two-way street, this report includes stories that show how Speare invests in the health of the communities we serve, and how our community supports Speare.

Speare Memorial Hospital was born of community need more than a century ago and has been sustained and improved by community support. As a non-profit institution, our very purpose is to serve our community.

With our vision statement in mind, we look forward to more shared collaborations ahead where those in our community can achieve optimal health.




Patrick Miller
Chair, Board of Directors



Michelle McEwen, FACHE, CPA
President & CEO



A man with short grey hair and a friendly smile is seated at a table outdoors. He is wearing a blue and white plaid shirt. In front of him on the table is a newspaper, a white mug with blue stripes, a glass coffee pot filled with dark coffee, and a slice of toast on a plate. The background is filled with lush green foliage and white flowers, suggesting a garden or park setting. A green semi-transparent box with a subtle leaf pattern is overlaid on the image, containing a quote in white text.

“It is through community involvement that health care professionals are nourished as people. This, in turn, drives us to approach our jobs of caring for the health of our community with increased energy.”

Chief Medical Officer's Report:

a *Shared* Sense of Community

As I sit at my kitchen table with my morning cup of tea, my taste buds are also enjoying the honey on my toast. I am reminded of the health benefits we find in our food. You might be surprised to learn that there's a lot more to honey than just being a tasty sweetener. It's loaded with antioxidants and antibacterial compounds that support its use as a remedy to treat coughs, sore throats, seasonal allergies, and improve skin health.

Where does this sweet natural remedy come from? It is the product of a symbiotic relationship between bees and flowers. The word *symbiosis* comes from the Greek *sym* and *bios*, which translated means: together and life, or "life working together". Symbiosis can also be used to describe a mutually beneficial relationship between different people or groups. The Speare medical staff enjoys a "life working together" relationship with our community. The greater Plymouth community provides an engaging place to live, and in return, our practitioners provide needed medical care back to the community.

Most did not have Speare on their radar when our practitioners set out in training to become health care providers. It was the **community** that attracted us to this hospital. Speare Memorial Hospital provides an opportunity for providers to live, work, and play in the same community. This strong community supports the people who comprise the Speare medical staff, who in turn, support the community—*symbiosis!*

It is community involvement that anchors our medical staff in Plymouth.

Each January, Dr. Casey lends his theatrical talent to PSU's winter ETC production, Wednesday evenings are likely to find Dr. Gennaro on a men's road bike ride, Dr. Koren spends many Sunday afternoons chasing a disc on the local ultimate frisbee team, while early mornings can find Dr. Watto with the group at CrossFit.

On Thursday evenings, you may find Britt McDonald, PA-C, coaching our youth in the Pemi-Baker Soccer Club, while Ashley Francis, APRN, can often be found cheering on the Plymouth Predators youth hockey team, and Dr. Hanowell often finds time to catch a youth lacrosse game.

Steve Ball, CRNA, sits on the Parent Advisory Committee for Communities for Alcohol-and Drug-free Youth (CADY), and Dr. Casey serves on the Holderness Central School board. Dr. Cunis participates on the board of First Star, and Dr. Young was involved in the creation of Plymouth's skate park. Anne Thatcher, APRN, Dr. Hanowell, and Dr. Koren all manage active farms.

Thank you, Plymouth, for providing a community where we want to live and play.

So, go ahead, warm some water for a cup of tea, and don't forget the honey!



Joseph Ebner, MD
Chief Medical Officer



Chief Nursing Officer's Report:

a *Shared* Experience

As I look at the stories on these pages, I can't help but marvel at how the scope of nursing has changed. When the founder of modern nursing, Florence Nightingale, was addressing the needs of wounded soldiers during the Crimean War, her lamp shown on the walls of hospital wards.

Today, when nurses are developing wellness committees in schools, teaching seminars, and collaborating with educational institutions, their "lamps" are illuminating entire communities.

Nurses have always played an integral role in designing and improving patient care within Speare Memorial Hospital. In this past year, Speare nurses have been actively engaged in initiatives to reduce preventable harm events (patient falls, surgical site infections, medication errors, etc.), optimize the electronic health record, and improve the patient experience.

As hospital lengths of stay continue to decrease, and healthcare communities focus on improving the health of their populations, nurses are increasingly compelled to collaborate across agencies and industries to meet patient needs. This is certainly the case in our greater Plymouth community where Speare nurses work hand in hand with their colleagues at other healthcare agencies to improve care coordination and services for patients.

While healthcare delivery and technology will continue to evolve, so will the role of the nurse. I'm incredibly grateful to be part of a nursing team, and a community, that embraces change with vigor and works relentlessly to meet future challenges.



Kris Hering
Chief Nursing Officer



OB Nurses Build Relationships

Speare obstetric nurses are committed to teaching and working with women at all stages of pregnancy and those early weeks of motherhood – both in the classroom and one-on-one. The birthing suite is staffed 24 hours a day to respond to questions and concerns from new parents. Programs offered include:

- Childbirth Education
- Breastfeeding Support
- Childbirth Refresher
- Newborn CPR
- Car Seats for Kids



Photo: expectant moms in a recent childbirth education class.



Plymouth State University Nursing Students Gain Valuable Experience at Speare

Speare has had a very progressive relationship with PSU since its BSN nursing program started in 2011. Speare nurses have served as preceptors for several senior nursing students, supporting them as they transition from the classroom to the hospital setting. Nursing students who have been hired by Speare have been wonderful assets, with some progressing to leadership roles within their departments.



Speare Trains & Hires High School LNAs

Speare and PRHS have been working together since their licensed nursing assistant (LNA) program began 15 years ago. In addition to hiring many LNA students from the program, Speare has donated bedside tables and assisted the high school in purchasing new adjustable beds to help make the school's lab seem more like a hospital room.





School Nurses:

a *Shared* Support

From stomach bugs to caring hugs, Speare nurses are at the frontline, keeping our children safe and healthy.

Employed by Speare, school nurses work in eight local schools and live in the communities we serve. Having these qualified community members charged with caring for the children in our neighborhoods is what makes the Speare/SAU 48 school nurse partnership so strong.

“Our role is to advocate for and protect our students, serving their best interests,” says Lorraine Cathy, a school nurse at Campton Elementary School. “We are a community lifeline, helping kids get proper healthcare and serving as a resource for parents and those working within our schools.”

As the primary healthcare link between students, parents, teachers, and local medical providers, school nurses

handle much more than bumps and bruises. They are often relied upon to make sure kids get the care they need – from determining if a child’s symptoms warrant a visit to the doctor to helping children with acute and chronic illnesses.

“In addition to monitoring the complex health and social needs of students, school nurses must also follow state requirements regarding immunizations, physicals, and reporting neglect,” says Dianne Reid, school nurse coordinator at Speare. “And that’s what you’ll find them doing every day.”

All eight nurses agree, “We are the voice of the children in our community.”

“School nurses become a very stabilizing force in the lives of students and staff,” says Brooke Ashworth-Wisner, school nurse at Russell Elementary School. “They are comfortable in our presence, and they look to us for that example of integrity. We are a daily force in their lives.”

By compassionately taking care of the physical, mental, and emotional needs of students, Speare’s school nurses can bolster a child’s ability to attend classes and ultimately achieve a healthy, meaningful educational experience.

And these school nurses can think of nothing they would rather do for their life’s work.

Photo [Front L-R]: Brooke Ashworth-Wisner, Russell Elementary School; Elizabeth Mills, Thornton Central School; Heather Mason, Holderness Central School; Sandy Rodriguez, Plymouth Elementary School; Judy Macord, Wentworth Elementary School; **[Back L-R]:** Denise Petrycki, Plymouth Regional High School; Lorraine Cathy, Campton Elementary School; Toria Haungs, substitute nurse; and Dianne Reid, Waterville Valley Elementary School nurse coordinator.



Speare SIM Lab:

Learning Together... While Giving Back

After serving as a clinical training site for Plymouth State University (PSU) nursing students for nearly a decade, Speare and PSU embarked upon a new training opportunity this year.

PSU nursing students learn first-hand how to access and triage patients in the school's state-of-the-art simulation lab, working with students who are trained to act out specific symptoms and problems.

In recognition of the training Speare has provided PSU, leadership in the school's department of nursing offered their simulation lab as a great opportunity for nurses at Speare to train in medical scenarios that they experience infrequently.

Donna Driscoll, DNP, and Dawn Monahan, MSN, both clinical associate professors in the PSU school of nursing, put together a post-partum hemorrhage scenario for Speare OB nurses and providers.

"We don't have an opportunity for this type of training, and we really need to practice," says Beth Simpson, nurse director at Speare. "We had an amazing experience working with the team at PSU."

"We learn together, and it's so nice to give back," says Donna.

She adds that the experience allows faculty to teach at a different level.

"We teach our students at a more basic level," she says. "The nurses and physicians from Speare who came over are actually practicing medicine, so it makes us step up our game."

When PSU nursing students are at Speare, they are beginning their hands-on training. When Speare nurses are at the PSU simulation lab, they are advancing their skills to the next level. **It's a win-win.**



Community Benefit Report:

a *Shared* Community Need

When it comes to determining the needs of our community, the federal government has established clear guidelines on how we go about it. Nonprofit hospitals are required to conduct a Community Health Needs Assessment (CHNA) every three years and then act on the findings.

As part of the Central New Hampshire Health Partnership, Speare last conducted a CHNA in 2017. The purpose of the assessment was to identify community health concerns, priorities, and opportunities for improvement in Central New Hampshire. Data regarding health issues and priorities were collected from surveys submitted by residents, key stakeholders, and community leaders in the region, and community discussion groups were held.

Respondents identified the top priority topics for health improvement efforts as substance misuse prevention, treatment & recovery, availability of affordable health insurance, access to mental health services and services aimed to address child abuse or neglect, and domestic violence.

Other issues identified were the need for access to dental services, opportunities for more family-friendly physical activities, nutritional opportunities, transportation, senior services, and removal of financial barriers.

Speare used those findings in determining our community benefit program.

Community benefits are the initiatives and activities Speare undertakes to improve the health of the communities we serve. These services and activities connect to the needs identified in the CHNA. The free and low-cost clinical care provided by Speare is a community benefit as well as other programs highlighted in this report.



Photo [L-R]: PAC Parents: Ann Stark, CADY; Aimee Lee; Steven Ball, CRNA, Speare; Lucy Lee; Erica Burnham, CADY; Sara Tirrell; Malinda Barnsley, M&M Scoops; Elizabeth Brochu, CADY; and Maureen Ebner.

Fire Captain Instructs Pediatric Advanced Life Support (PALS) to Speare Medical Providers

When he's not putting out fires for the Waterville Valley Fire Department, fire captain Jeff Dropkin is a paramedic and EMS coordinator at Speare, where you can often find him in the emergency department. He also teaches PALS to healthcare providers at Speare. The class is designed for those who are involved in responding to respiratory and/or cardiovascular emergencies and cardiopulmonary arrest in pediatric patients. The goal is to educate medical providers to effectively recognize and intervene in our youngest patients with respiratory emergencies, shock, and cardiopulmonary arrest.

Working with the Parent Advisory Council (PAC) & Communities for Alcohol-and Drug-free Youth (CADY)

"This is what community is all about!" says Liz Brochu of PAC and CADY.

PAC represents the voices of families in Central New Hampshire, specifically SAU 48, who are dedicated to building healthy environments and promising futures for our children and youth. The ultimate goal of these efforts is to create an engaging, positive environment that encourages healthy behaviors that lead to significantly higher numbers of drug-free young people.

Like CADY, PAC strives to empower interaction among community stakeholders. The focus of PAC is giving a



Photo: 2019 PALS class (see caption below).

voice to parental ideas and concerns, as well as encouraging and enhancing participation and involvement in our schools and our community.

Speare has awarded CADY a community health grant and sponsors PAC and CADY events.



Photo [Bottom L-R]: Deb Mallett, RN; Nicole Beauboeuf, RN; Vicki Blanchard, RP; Meredith Houseman, RN; Jeff Dropkin, RP-Instructor.



New Healthcare Providers:

a *Shared* Welcome



LAUREL A. GALVIN, APRN

MASTER'S DEGREE: Simmons College, MSN, Boston

Laurel joined Plymouth Pediatric & Adolescent Medicine last fall. She was a well-known nurse at Speare for several years before earning her master's degree in nursing. Many people know Laurel through her support of youth athletics in our community.



STEVEN N. NGUYEN, PA

MASTER'S DEGREE: Massachusetts College of Pharmacy & Health Sciences, Boston

BOARD CERTIFICATION: National Commission on Certification of Physician Assistants

We are very happy to have Steve working with our teams at MedCheck Urgent Care and in the emergency department as a physician assistant. Steve appreciates that he can now work close to home.



THOMAS H. SCOTT, DO

MEDICAL DEGREE: University of New England College of Osteopathic Medicine, Biddeford, ME

RESIDENCY: Emergency Medicine Resident, Newark Beth Israel Medical Center, Newark, NJ

BOARD CERTIFICATION: Diplomate, American Board of Emergency Medicine

Dr. Scott is a welcomed addition in our emergency department, where he serves as medical director. He has decades of experience in several emergency department settings and has spent his professional career in NH. An Eagle Scout, he remains active in the Boy Scouts of America.



Shared Goodbyes

Speare Memorial Hospital fondly recognizes three medical providers who retired this past year...



MARK J. BANISTER, MD

A much-loved physician at Plymouth OB/GYN, Dr. Banister had 29 years of experience upon his retirement. In the 19 years he worked at Speare, he helped deliver many of those living in our community today.



TERRANCE "TERRY" COPSEY

A certified nurse anesthetist, Terry joined the department of anesthesia nine years ago. He retired with nearly 40 years of experience, mostly in New Hampshire.



EDNA MERRILL

A highly regarded nurse, Edna dedicated more than 50 years to helping and healing patients at Speare. Before that remarkable career, she worked over a decade at PSU's Student Health Services.





Patient Family Advisory Council:

a *Shared Voice*

"It all began with a story," says Carolyn Piantedosi. "I was telling a Speare employee about an experience I had as a patient when she asked if I would join a committee that was developing a patient-family centered care group."

That was ten years ago.

"I've heard many stories since then," says Carolyn. "That's how we start our monthly meetings. It's from these stories that we learn and grow."

The voice of the community is no better personified than by the Patient Family Advisory Council (PFAC). Made up of former patients, family members, volunteers, and community members, the group works to find ways to improve the patient and family experience and enhance quality and safety efforts at Speare.

"PFAC is the community working with us to improve," says Deborah McQuillen, RN, care manager at Speare. "Council members talk to people in the community about their experience at Speare, and they bring that feedback to us so that we can work on making improvements."

"The hospital is the heart of the community. Whether you are a patient, a visitor, or a participant in any of the wonderful programs they offer: *it touches our lives.*"

—Carolyn Piantedosi

The group has provided input on many projects, including bedside reporting at shift change, remodeling a palliative care room, an improved discharge planning process, a redesign of patient bills, and updated signage.

"We work with leadership and all departments to make the experience at Speare a good one," she adds. "We bring the community's perspective to the forefront."

Linda Campbell, a trained nurse with decades of experience in quality and patient safety, exemplifies how community members participate from varied backgrounds. "I didn't want to let 50 years of healthcare experience just go away after I retired" she says. She joined one year ago and is now the Council chair.

"I am proud to provide my thoughts and opinions as Speare continues to work to better serve its patients and community," says Sandra Lehner.

FY 2019 Patient Family Advisory Council members include: Carol Mabin, Deb McQuillen, Katelyn Heath, Carolyn Piantedosi, Chris Fenn, Judy Gutry, Stephanie Bouchard, Sandra Lehner; **(not pictured:** Linda Campbell, Dee Hopper, and Dolly Riess).



Speare Volunteer Report:

a *Shared* Commitment

Commitment, love, enthusiasm, and recognizing that no task is too small to make a difference – **that is the essence of volunteering.** Doing good connects you with others in meaningful ways and creates and cultivates a community that cares.

Not only does volunteering offer vital help to people in need, it can improve your life as well. Research shows that volunteering and giving to others improves the body, mind, and spirit. It can reduce stress, combat depression, keep you mentally stimulated, and add years to your life. Our volunteer team members know this firsthand.

Giving even a small amount of your time can help those in need and improve your health and happiness. Most of our volunteers give 3-4 hours once a week.

The right volunteer match can help you connect with your community, learn new skills, meet new people, and make a difference. We are privileged to have individuals choose to give their time and talents at Speare. Our volunteers are our community – patients, family members, students, and employees. They seek to provide the best

possible experience for every person they meet; they are committed to contributing to patient and family-centered care while improving the health and well-being of our community.

FY 2019 Volunteers:

Chuck & "Holiday" Anderson, Oleg Belshev, Joan Bergstrom, Ann Blair, Irene Blake, Mary Ellen Bourque, Ann Burghardt, Pat Corbin, Linda Campbell, Marcia Covell, Irene Deutsch, Vinny Dimartino, Richard Flanagan, Lee Fortier, Lilly Friedman, John Gray, Julie & "Spike" Grippo, Dee Hopper, Peggy Horton, Joyce Jardin, Barbara Jenkinson, Deb Kaplan, Glory Kidger, Nancy Kolb, Louise Laposta, Carol Mabin, Annie Martin, John & "Jersey Girl" McRae, Carolyn Piantedosi, Judy Raybeck, Nancy Sawyer, Elaine Shaunessy, Judy Siegel, Jeff Smith, Stephanie Sywenkyj, Bill Taffe, Ann Thibodeau, Larry Tingley, Kim and "Seven" Turgeon, Ann Verow, Bethany Ward, Ed Weber, and Scarlett Wu

Clergy: Deacon Mike Guy, Rev. Leo LeBlanc, and Rev. Eileen Torrey

Speare added a gift shop this year, fully staffed by volunteers. Profit from the gift shop is used by the volunteer outreach and scholarship committee to fund the patient flower program, healthcare career scholarships, patient gifts/hospitality items, and other outreach programs.

Our volunteer team has contributed over 5,000 hours this year to augment the services offered by Speare Memorial Hospital in the following departments: Health Information Management, Inpatient Units, Reception Desk, Oncology, Gift Shop, Environmental Services, Business/Accounting Offices,

Spiritual Care, Pharmacy, Pet Therapy, and special projects. Additionally, volunteers help with special hospital events (Golf Tournament, Shamrock Shuffle, Town-Wide Yard Sale, and Men's & Women's Health events), Patient Family Advisory Council, and the Outreach and Scholarship Committee. Thank you to each volunteer that has given of themselves as a volunteer.



Speare Community Grants:

a *Shared* Vision

Speare Memorial Hospital is steadfast in our efforts to ensure that our community achieves optimal health. This takes the efforts of many organizations working together toward a shared vision. Speare has a community health grant program that helps fund organizations that address a specific community need, as identified in the Central New Hampshire Health Partnership Community Health Needs Assessment (CHNA).

Speare provided grants to 10 organizations this year, totaling \$75,000.

One of those recipients was Transport Central, a non-profit organization established to provide transportation

services to medical appointments for residents of Central NH. The lack of public transportation was identified as a community need in the CHNA.

"We've always been particularly grateful for our partnership with the Speare community," says Patsy Kendall, board chair of Transport Central.

Travis Wescott's Story

"Without Transport Central, I wouldn't be able to get the help I need to heal," says Travis during a recent visit to Speare's Wound Care & Hyperbaric Medicine Center. "They treat you like family and really accommodate your needs when getting around is a struggle."

It's been seven years since Travis was thrown from an ATV, leaving him with a spinal cord injury, nearly losing his life. In the years since, he has made great strides, including learning how to ski independently.

Travis has relied on Transport Central to bring him to his Speare appointments.

Staffed with volunteer drivers, Transport Central serves 19 communities in Central New Hampshire, providing seniors over the age of 60, those with disabilities, and people with Medicaid, Well Sense, and NH Healthy Families rides to medical appointments and to get basic necessities.

One of Transport Central's first drivers, Laurie says, "It's a nice organization. You get to meet some really interesting people."

"We're not just about transportation," says Patsy, "We are in a rural area – it's about relationships and doing right by the client."



Photo: "That's my guy," Travis [right] says with a smile, speaking of volunteer driver Laurie Beeson, who has been driving him to his weekly appointment at Speare for the past four years.



Angel Phinney's Story

"I didn't know what I was going to do; it was so stressful," says Angel Phinney of her situation.

Her boyfriend had just lost his job, their car died, they were expecting their first baby, and they just learned it was a high-risk pregnancy, requiring frequent visits from her home in Ashland to Plymouth OB/GYN at Speare.

Angel first learned about Transport Central at a Plymouth OB/GYN appointment. "It was so simple; I made the call and had a ride scheduled 24 hours later. It's an amazing service between Transport Central and Speare and helps the community so much."

Tom Morse, the volunteer driver coordinator, says that the drivers are all kind-hearted people. When clients leave an appointment with unhappy news, that can make all the difference.

"They are good listeners, and sometimes that's all a passenger needs," says Tom. Angel recalls shedding tears during some of her rides home and found comfort.

"The drivers really care about you," says Angel. "It's like a little family." And she should know, she has had eight drivers. One of her favorites is Joe Bonaccolto, pictured with Angel (at right).

Joe attributes his popularity to his parents, who he explains came from the old country and brought him up to enjoy helping people.

"I take good care of the clients, they are really great people," says Joe. "I have fun with them. One client says I'm her therapist."



Photo: Angel Phinney with baby Skyler Chase and Transport Central volunteer driver Joe Bonaccolto.

Recipients of Speare's Community Health Grants:

- Bridge Project
- CADY
- Circle Program
- Got Lunch Programs in Ashland/Holderness, Plymouth, Campton/Thornton, Rumney, Newfound/Bristol
- Grafton County Senior Citizens Council
- Lakes Region Mental Health Center
- Transport Central





Quality & Safety Report:

a *Shared* Responsibility

Assuring patient safety and a positive patient care experience is of the utmost importance to Speare's board of directors and staff.

As the healthcare world continues to change rapidly, Speare keeps pace by continuing to improve the quality of the care we provide to those who matter most – our patients and their families.

The community within the walls of Speare is a collective of more than 400 people with a broad range of knowledge and skills. A cohesive team, with a shared mission, helping and healing those we serve.

Making certain that we meet patient needs and expectations benefits the community as a whole. No one

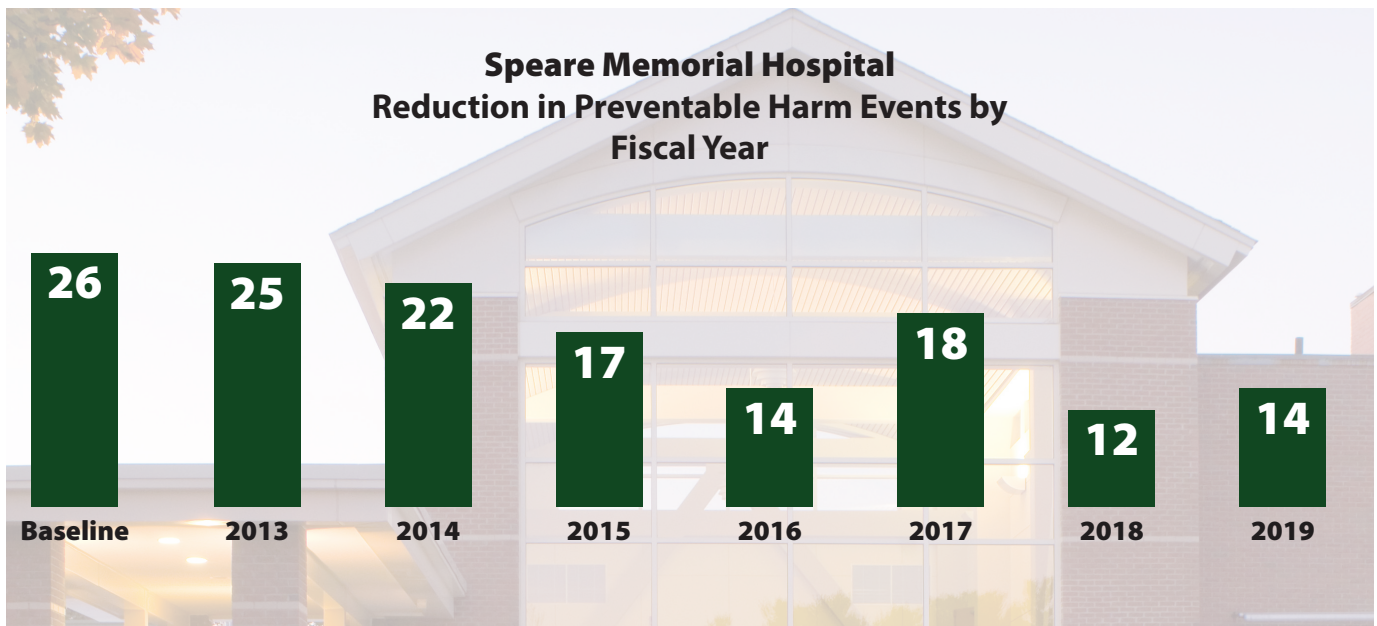


Image: in 2019 Speare reduced the number of preventable harm events by 45% from the baseline.

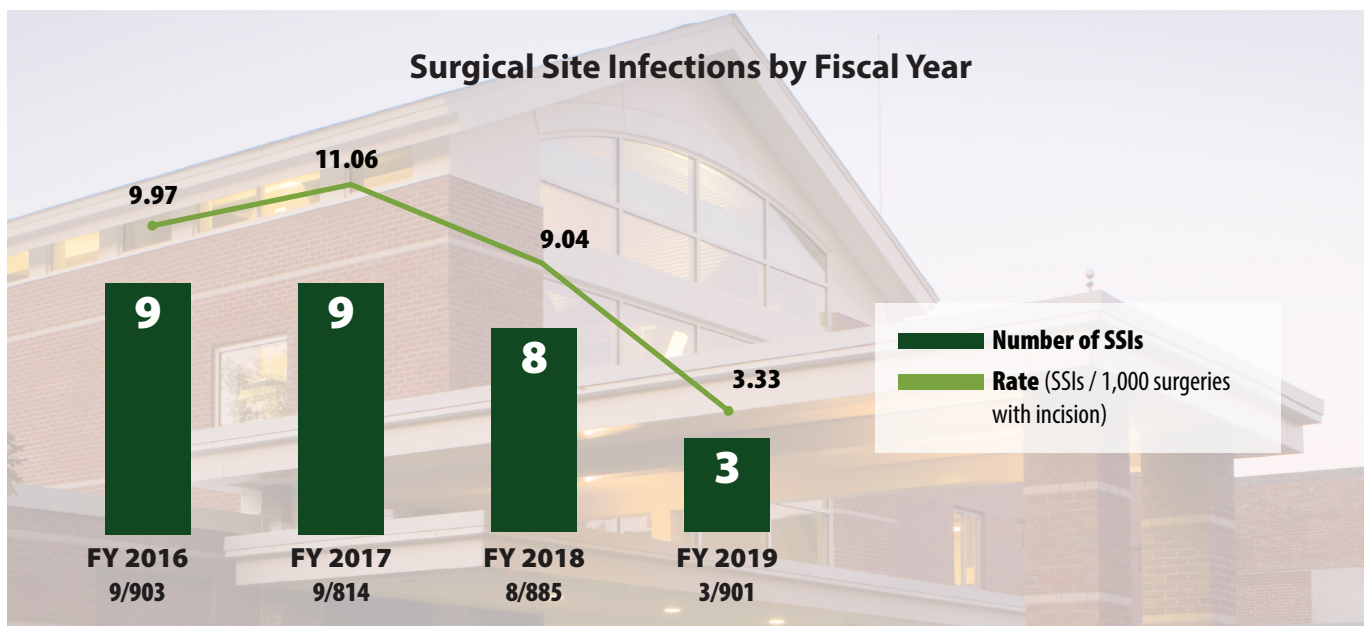


Image: SSI rates are up-to-date as of August 31, 2019.

person can know all the dimensions of an issue. When patients, families, volunteers, and people from different disciplines at Speare work together, we see the broader picture; one made up of many perspectives, including the varying physiological needs of our patient population.

We have gained insight from volunteers and patient family advisory council members. They include community members and former patients who have a wealth of experience in healthcare and beyond.

Improvements that achieve significant and lasting results often take creativity and require the use of data. We partner with the nationally renowned company, Press Ganey, to measure patient perception.

We diligently evaluate our services and find ways to improve customer perception. An example of this is a newly formed patient experience team that is working with all departments to identify what makes a great patient care experience. We are pleased to report significant accomplishments in improving our overall patient care experience of recent. Patients spoke, and we listened!

In January 2020, we are embarking on an effort to shorten three of our Press Ganey surveys significantly; ambulatory surgery, outpatient services, and medical practices. The questions on the new survey are targeted to those that have a higher correlation to your perception of care.

Speare has achieved a 45% reduction in preventable harm incidences from its baseline. This was reached by

adopting evidence-based practices that help us focus on preventing harm events during your care. For the past eight years, we have participated in the Partnership for Patients, a national effort to reduce harm events. We are continuing to see a downward trend.

Another milestone we reached was our 66% reduction in surgical site infections, a subset of preventable harm. This was achieved through a collaborative task force that included surgical services working closely with other patient care staff to implement programs and patient care procedures known to reduce such infections. We monitor all surgeries using the National Health Safety Network criteria.

Keeping you safe and providing quality services to our community is directly correlated to a positive patient care experience.

Safer patients with better outcomes result in a happier, healthier community.

Staff, patient, and family engagement allows us to deliver a consistently great experience at Speare.

Our community deserves no less.

Melissa Howard, MHA, BS, RN, CPHQ
Director of Quality & Safety



Chief Financial Officer's Report:

a *Shared* Accountability

The operations for fiscal 2019 resulted in a **positive net income of \$150,000**, up from a loss in the prior year of \$571,000. Gross revenues were above budget by 6% with outpatient revenues 11% over with the most significant positive variance. After allowing for government/payer allowances, bad debt, and financial assistance, net patient service revenues came in 4% above target for the fiscal year.

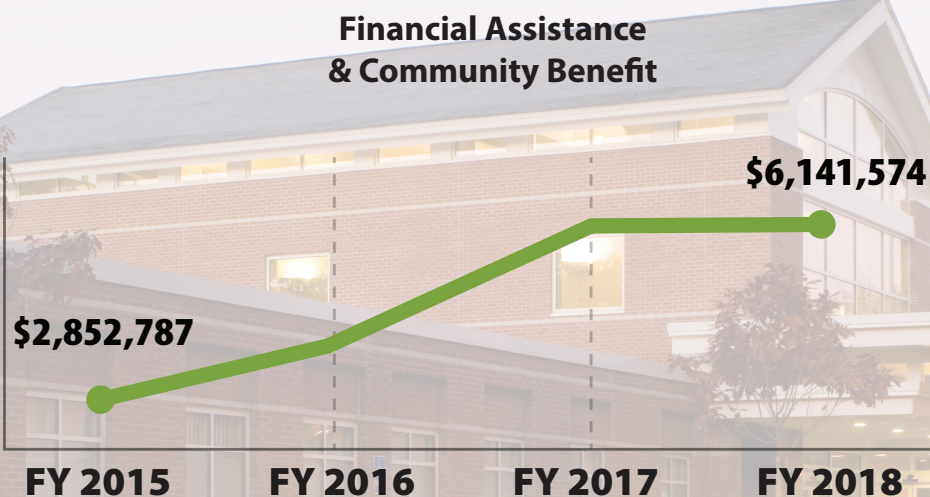
Overall expenses were above budget by 5% for the year. We continue to navigate a labor market with a very low unemployment rate and an aging population. Many vacancies tend to be replaced with higher cost locum staff and travelers, resulting in higher than anticipated expenses.

Of note, this was the first fiscal year to include MedCheck Urgent Care, which overall had **28% more visits than anticipated for the year**. Although urgent care itself reported a loss, primarily due to additional staffing costs and revenue cycle performance, we believe this new venture will be sustainable as it matures.



A stylized, handwritten signature in black ink, appearing to read 'Travis B'.

Travis Boucher
Chief Financial Officer



Statement of Operations

Financials for the year ending June 30

(in thousands of dollars)

	2018	2019
Total Net Operating Revenues	\$57,466	\$62,239
Impact of DSH	3,714	3,159
Expenditures For:		
Wages, Contract Staff & Physician Fees	30,398	31,376
Employee Benefits	7,005	7,903
Supplies, Utilities, Insurance & Other Expenses	18,247	20,018
Medicaid Enhancement Tax	2,368	2,204
Depreciation on Buildings & Equipment	3,257	3,278
Interest on Debt	476	469
Total Funds Paid Out	61,751	65,248
Net Income from Operations	(571)	150

Summary of Patient Services

	2018	2019
Emergency Room Visits	14,149	13,725
MedCheck Urgent Care	4,930	9,400
Surgical Services Cases	2,183	2,244
Physical & Occupational Therapy Treatments	28,006	31,693
Laboratory Tests	132,028	138,964
Radiology Exams	26,824	27,924
Oncology Treatments	4,453	5,663
Total Observation Days	932	1,193
Total Inpatient Days	5,076	4,997
Physician Practice Visits	38,269	48,292

Financial Highlight – Community Benefit

Speare Memorial Hospital provides needed care for patients, regardless of their ability to pay, by means of charity care and other financial assistance for uninsured patients of limited financial means. **In 2018, Speare reported \$6.1 million in total financial assistance and community benefit to the IRS.** As seen in the graph to the left, Speare provided a significant community benefit increase of \$2.8 million since 2015. As a condition of receiving federal tax exemption for providing health care to the community, Speare is required to care for Medicare and Medicaid beneficiaries; reimbursement for all these programs often falls short of the actual cost of care. Like all hospitals, Speare shoulders the burden of bad debt when patients are unable to pay their bills and decline to apply for charity care or are unwilling to pay. In 2019, Speare recorded \$6 million in bad debt alone, in addition to the total financial assistance and community benefit provided.

Speare Memorial Hospital continues to uphold its commitment to supporting our community and ensuring patients are getting the care they need, regardless of their ability to pay.



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“Speare’s Oncology Clinic has been a Godsend to me.”

Lou Desloges, a football coach at Plymouth State University for the past 35 years, learned he had leukemia two years ago.

“Having chemo at Speare is pretty handy,” says Lou. “I feel comfortable coming here. Everyone is extremely helpful and caring, and the staff is unbelievably great.”

“Speare will continue providing chemo to Central NH.”

Speare’s Oncology Clinic, in partnership with the Dartmouth-Hitchcock Norris Cotton Cancer Center, will continue to provide sophisticated cancer care close to home for those living or visiting the 22 towns Speare serves.

“New equipment is needed to continue providing chemo.”

New federal regulations mandate that hospital pharmacies prepare and administer hazardous drugs, like chemotherapy, using a new biological safety cabinet that differs from the equipment widely used and accepted in North America.

“In order to continue providing this service to the community, our pharmacy must be compliant by the end of the year,” says Crystal Cascadden, RPh, pharmacy director at Speare.

“We feel fortunate to be in a position to help, especially as the hospital continues to advance its medical services.”

Speare’s efforts to meet the needs of the community can require additional funding support. Henry “Sandy” U. Harris III, a trustee of the Edwin S. Webster Foundation established by his grandfather, stepped up for a second time this year and funded the purchase of the new safety cabinet.

“Our family continues to be a proud supporter of the outstanding medical care Speare gives to the community,” says Sandy.



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Shared Generosity

Speare Memorial Hospital wishes to thank this year's generous donors! Your commitment to our patients and your investment in our mission to work together to serve the needs of our patients and community is greatly appreciated. This list represents donations received in Fiscal Year 2019 (July 1, 2018 – June 30, 2019). If you would like more information about supporting Speare Memorial Hospital, please call **603-238-2211**, email ccallnan@spearehospital.com or visit www.spearehospital.com.

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Speare's annual Shamrock Shuffle 5k fun run/walk was established in response to the community's need for more physical activities for the family, as identified in the Community Health Needs Assessment.