



SPEARE IS HERE

SPEARE MEMORIAL HOSPITAL
2021 ANNUAL REPORT





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COVER: Chief of Emergency Medicine, Andrew Seefeld, MD.



SPEARE IS HERE

A Message from the CEO & Board Chair



There has never been a year where Speare's mission statement, "To work together to serve the needs of our patients and community", has been as important as during fiscal year 2021. As we reflect on the many challenges faced in our community resulting from the ongoing pandemic, we are most grateful for the way our employees and partners have risen to meet them. By doing so, **Speare is here** to continue extending core medical and social services to meet your needs. During this difficult year, our employees have worked tirelessly to ensure that our services are safely delivered, our patients are listened to, our facilities are clean, and our relationship with our community is strong.

As a small, rural hospital, **Speare is here** demonstrating our commitment to our patients and their families with the experience, technology, and ability to provide the healthcare you can depend upon.

Speare is here with many services that other rural hospitals do not have available in their communities, including an intensive care unit, birthing suite, ophthalmology, oncology clinic, and our Wound Care & Hyperbaric Medicine, Weight Loss, and Acid Reflux & Heartburn Centers. Our emergency department is always prepared to deliver highly skilled care, no matter the seriousness of your problem, and our he-

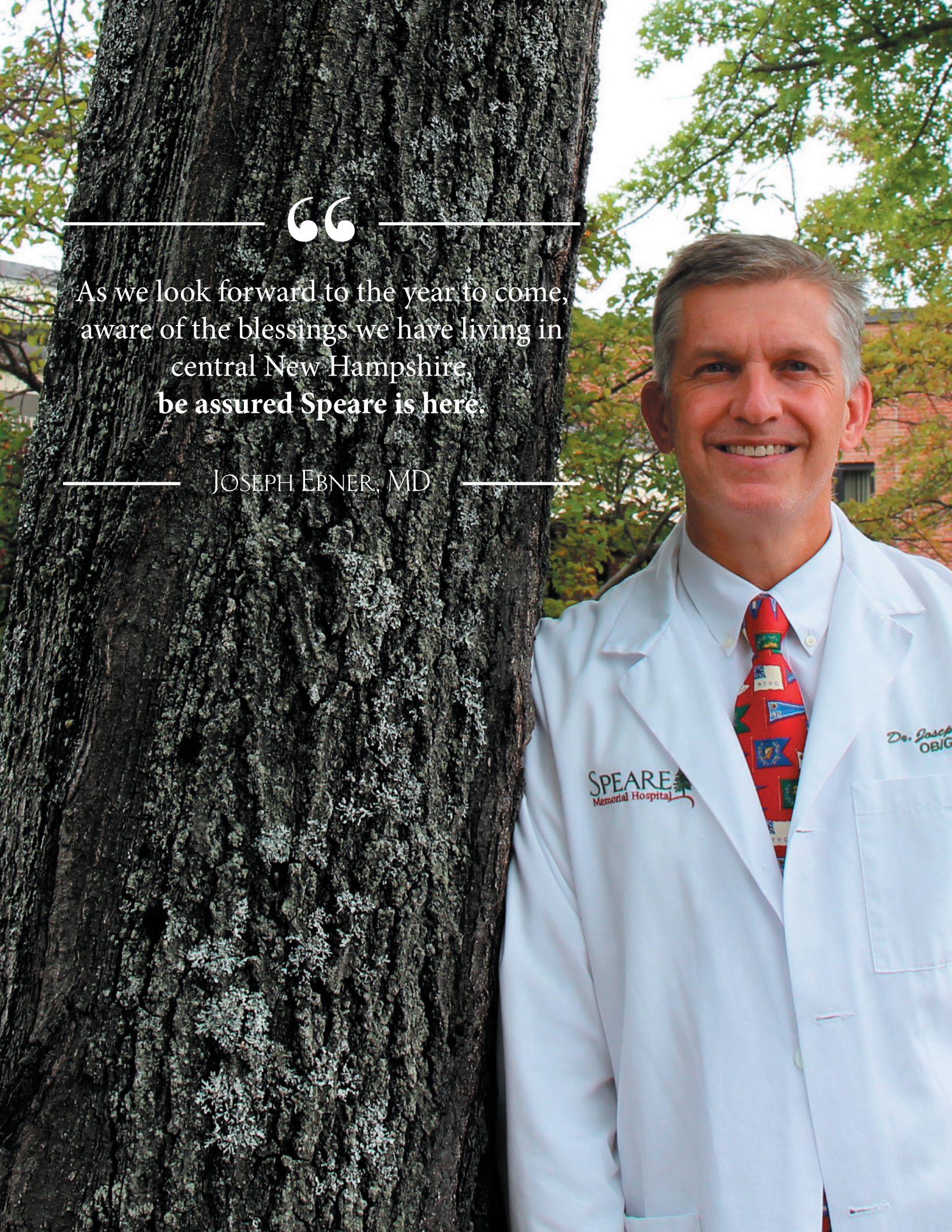
liport is ready to bring those who need more specialized care to larger hospitals.

Speare is here to provide sophisticated specialty services from orthopedics to state-of-the-art radiology and anesthesia services to occupational health for employers and mental health services at our primary care and pediatric practices. Additionally, **Speare is here** with visiting specialists from around the state to provide our patients access to cardiology, urology, dermatology, ENT, vascular, and endovascular services.

We want to thank our employees, patients and families, and community partners for ensuring that Speare remains a vital part of our community. The reports and stories in this annual report provide a glimpse into how **Speare is here...for you.**


MICHELLE MCEWEN, FACHE, CPA
President & CEO


PATRICK MILLER, MPH
Chair



“

As we look forward to the year to come, aware of the blessings we have living in central New Hampshire, **be assured Speare is here.**

JOSEPH EBNER, MD

SPEARE IS HERE

Chief Medical Officer's Report

Speare is here with highly experienced medical providers.

For many, this past year is one we'd like to forget! If we can find a silver lining, it is how fortunate we are to live in the greater Plymouth community. Living in central New Hampshire made social distancing easier when compared to others living in larger cities; our schools remained largely open, the beautiful outdoors provided opportunities to get outside for recreation, travel to the grocery store did not require public transportation, and our residences and businesses are naturally spaced allowing for the necessary modifications for COVID disease containment. Our community also benefits from a local healthcare system that engages with state authorities and remains committed to providing safe care.

Under the leadership of our emergency department (ED) medical directors, Dr. Tom Scott and Dr. Andrew Seefeld, and nurse director, Deb Thompson, our ED safely triages patients with COVID symptoms away from the other patients, **keeping access for our community safe.** The ED works hard to maintain emergency transfer options to larger hospitals if subspecialty care is needed (not an easy feat when the larger hospitals fill up with patients). Despite these ongoing challenges, our ED maintains short visit times, discharging patients from the ED in a median time of only 122 minutes after arrival, which is well below the state median of 145 minutes.

Our hospitalist team, under the direction of our lead hospitalist, Dr. Vercin Ephrem, and Chief of Medicine, Britt McDonald, PA-C, responded to the novel virus by implementing a multispecialty critical care committee where doctors, nurses, respiratory therapists, and pharmacists discuss the emerging science and how best to implement safe protocols to care for our patients. The critical care committee will continue to review and implement the latest in

critical care medicine to ensure the best care for the sickest hospitalized patients.

Patients also continued to need evaluation for chronic disease management, acute illness, and injury. The pandemic pushed medicine and Speare to think about how we can deliver healthcare services differently and more conveniently. Drs. Ted Capron and James Hanowell led an initiative to bring telehealth to our practices. Access to your provider from the convenience of your home through telecommunication technology will continue.

This past year did not stop Speare from meeting the community's needs for access to expanded specialist care. Plymouth Orthopedics & Sports Medicine launched a partnership with reputable Concord Orthopedics bringing access to a full range of orthopedic subspecialists close to home ... no need to travel down Rte 93 for orthopedic care.

One of the things that didn't change over the least year was our need for sleep. For many, getting a good night's sleep is only a dream. Sleep disorders are associated with long-term chronic illnesses such as hypertension, cardiovascular disease, cognitive impairment, depression, and an increased risk of daytime functional impairments leading to absenteeism and productivity losses. Dr. George Neal joined the Speare team this year, offering timely access to a sleep medicine specialist, state-of-the-art testing, and treatment options.

As we look forward to the year to come, aware of the blessings we have living in central New Hampshire, be assured **Speare is here.** ♦

JOSEPH EBNER, MD
Chief Medical Officer

SPEARE IS HERE

Chief Nursing Officer's Report

Speare is here for top-notch nursing care.

We hear it from patients all the time; the nurses at Speare stand out from anywhere else.

Perhaps our size allows us to provide individualized care to each patient. Or our experience and advanced training strengthen our ability to know what needs to be done in any situation. The caliber of nursing at Speare is equally matched by the very personable care provided and the genuine nurse-patient relationships developed.

As Brian D. shared, **"I recently had a procedure done at Speare Memorial Hospital, and I was very impressed with every aspect of the process from intake to the nurses and the surgical services.** I have been in and out of many hospitals in Boston and other locations, but I have never experienced the professionalism, sincerity of the personnel, and the overall care from the staff as I found at Speare."

Many Speare nurses and registered paramedics have achieved special qualifications, including nationally recognized specialty certifications. These certifications require many clinical hours and con-

tinuing education in areas of expertise, as well as a rigorous written examination. Our certifications include:

Certified Oncology Nurse (ONC); Certified In-patient Obstetrics (RNC); Certified Mother-Baby (RNC); Certified Lactation Counselors (CLC); Certified Emergency Nurse (CEN); Certified Critical Care Emergency Transport (CCEMTP); Sexual Assault Nurse Examiner (SANE); Certified Progressive Care Nurse (PCCN); Certified Medical/Surgical Nurse (CMSRN); Certified Operating Room Nurse (CNOR); Certified Ambulatory Peri-anesthesia Nurse (CAPA); Certified Infection Prevention (CIC); Wound Specialist (CWS); Certified Hyperbaric Technician (CHT); Certified Nurse Executive (NE-BC). ♦

Kris Hering
KRIS HERING, MSN, RN, NE-BC, FACHE
Chief Nursing Officer



“The caliber of nursing at Speare is equally matched by the very personable care provided and the genuine nurse-patient relationships developed.”

KRIS HERING, MSN,
RN, NE-BC, FACHE



“I received a thank you card with hand written signatures from the staff, thanking me for choosing Speare Memorial Hospital. It is absolutely heartwarming that a hospital staff would take the time to not only send a card to a patient but also personally sign the card. Thank you to all the staff and thank you for just being you.”

Brian D.
Speare Patient



with Donations for Our Youngest Patients

Speare's donors
help us make
cutting-edge
obstetric care
available.

Speare Memorial Hospital is one of the few independent critical access hospitals in New Hampshire with an obstetrics department. Nine of the 13 critical access hospitals in New Hampshire have closed their birthing units – and Speare has stepped in. When the hospital in Laconia closed its labor and delivery unit, births at Speare increased by 30 percent.

The US Department of Health and Human Services has designated most of the towns that Speare serves as low income and areas with a shortage of available health services. Providing obstetric care fits with the mission of Speare Memorial Hospital – to work together to serve the needs of our patients and community.

Our obstetrics (OB) team, which includes board-certified medical providers in the fields of obstetrics, gynecology, and pediatrics and certified obstetric nurses, needed a new fetal heart monitor to replace a previous model. **The well-being of mother and child during pregnancy and labor is the priority at Speare's birthing suite, and a fetal heart monitor helps ensure this.**

"Our littlest patients and their families are very important, and we are committed to providing quality, compassionate care, using the latest technology," says Beth Simpson, nurse director of OB.

While most pregnancies and deliveries are without complications, our obstetrics team uses the fetal heart monitor to track the mother's oxygen saturation and blood pressure and monitor the baby's heart rate to detect changes in the normal heart rate pattern during labor. If specific changes are detected, steps can be taken to help treat the underlying problem. A normal fetal heart rate can reassure both the patient, the medical provider, and other health care professionals that it is safe to continue labor if no other problems are present.

"We use a fetal monitor on all of our labor patients either intermittently or continuously, depending on what is going on with the mom and baby during labor," says Beth. "It is often used for many different purposes."

For example, the monitor is used to perform non-stress tests like the prenatal non-stress test (popularly known as NST), used to test fetal well-being before labor begins. For higher-risk pregnancies, such as those where the mother has high blood pressure, gestational diabetes, advanced maternal age, or is expecting twins, the monitor is used to promptly alert the medical staff to issues that could affect the health of either the mother or the fetus. These tests are often conducted after 32 weeks of pregnancy and are done twice a week until delivery. All of the data captured by the fetal heart monitor, for both the mother and the fetus, is transferred into the mother's electronic health record, which can be viewed by our surgical

team should an emergency arise.

"As a small community hospital, Speare is committed to finding cost-effective ways to expand the high-quality healthcare services that we offer locally," says Cheryl Callnan, director of development at Speare. The last pages of this annual report list the many donors from which Speare is fortunate to have received contributions in 2021, providing continued support for the sophisticated medical care we offer.

When the need for an additional heart monitor was identified, the Cogswell Benevolent Trust provided a grant of \$10,000. Established in 1929 in the will of Leander A. Cogswell, a longtime shoe businessman in Manches-

**"we are
committed
to providing
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compassionate
care, using
the latest
technology"**

ter, the Trust awards grants to non-profits and not-for-profit entities that have a charitable purpose. The total cost for the fetal heart monitor for our obstetrics department was \$17,282, and the remaining \$7,282 was donated by a local, anonymous donor.

"Fetal monitors are a big part of everything we do in the birthing suite," says Beth. "We always make sure that we have up-to-date technology to ensure we are providing the best care for our most vulnerable patients."

Thanks to our generous donors, Speare is able to continue our commitment to provide cutting-edge care for those we serve. ♦



PHOTO: Expectant mom, Haley Hay, relaxes while attached to the new fetal heart monitor; **(RIGHT):** Jennifer Hennessey, RN, monitors Haley's results.

SPEARE IS HERE: TO GET YOU MOVING AGAIN



PHOTO (L-R): Tracy Drew
and Leah Baron, exercise
physiologist at RehabFit.

Tracy Drew was admitted into Lahey Hospital in June 2018 for a liver transplant. She did not return to her home in Plymouth until one year later.

"After being in bed for a year, I had to learn to walk again," says Tracy. "I first went to Choice Physical Therapy at Speare as a patient. When my physical therapy ended, I joined RehabFit to keep moving. It is great to have Leah Barron and the other friendly and helpful experts around for questions and pointers."

Located at Boulder Point in Plymouth, Speare's RehabFit is a medical fitness center for people of all ages and abilities with special attention to members with medical conditions and diseases. Leah, one of several specialists who work at RehabFit, has a master's degree in exercise physiology and provides members with guidance, attention, and supervision as they exercise.

TRACY DREW'S STORY AT REHABFIT

When Tracy began at RehabFit, she was in a wheelchair. She progressed to using a walker and then needed only a cane.

"Now I can walk normally with no assistive devices," she says. "I still can't run, and I'd like to ski again, so I keep going to RehabFit to work on getting stronger. I'm motivated by the improvements, and I have a lot of support at home to keep me going." Tracy has been a member for two years.

After an illness, injury, or surgery, it's important to regain strength and independence to get back to daily activities. RehabFit can help with that. RehabFit helps thousands of people each year recover from injury and illness, rehabilitate after surgery, or find relief from chronic conditions. Like Leah, the professional staff has extensive training and experience with various sports and occupational injuries, post-surgical rehabilitation needs, and chronic conditions. Individual workout programs are created based on members' needs and goals.

"The new equipment they added this past year is great," says Tracy. "Everyone is really good about keeping the machines clean."

RehabFit features Technogym equipment and the Smartkey Wellness System, which allows members to easily access, modify, track, and log custom exercise programs. The exercise equipment includes cardio and strength machines, free weights, TRX suspension trainers, and more. In addition, group exercise classes, such as strength and balance, strength interval training, gentle yoga, TRX suspension training, and ski and golf conditioning are offered for members and nonmembers.

"Every morning, Tracy comes in with a positive attitude and gets right to work," says Leah. "She has been consistently improving her stamina week by week and is a joy to have in the gym."

Tracy spends 25 minutes on the treadmill, adding time, speed, and grade each week. She uses the strengthening equipment: weights, TRX, and the NuStep and is working her way up to the rowing and stair machines. She also takes a group balance class that Leah teaches.

"My balance was terrible when I learned to walk again," says Tracy. "There's a 93-year-old woman in the balance class. She's proof to me that you need to keep moving – she's so strong!"

When asked how RehabFit has impacted her life, she exclaims, "I can walk! I didn't want to settle for walking with a walker or cane, and RehabFit helped me get to where I am now. I am in better shape now than before I had my transplant."

Tracy enjoys the safety of working out at a gym supervised by specialists with advanced degrees and certifications. "RehabFit is the place in Plymouth to regain your strength," she says. "The staff are professional, kind, patient, and helpful. The gym is very clean, and the equipment is well maintained. It's a very pleasant part of my day!" Tracy recommends others join RehabFit to improve health and relieve stress. ♦



SERVICES

Speare is here whenever your baby is ready.

T WAS MY first pregnancy, and everything had been easy and perfect until I hit week 28. I started to feel tired, slow, and sluggish. I figured it was the normal 3rd trimester transition and decided to make one last visit to see my parents, in Rumney, before the baby came. Around 11pm that night, I felt my initial twinge of discomfort. The pain was intensifying, and my mom called my doctor in Boston who suggested I go to the nearest hospital. Fortunately, my mom was familiar with the excellent reputation of Speare's labor and delivery department, **so we raced to Plymouth.**

I was immediately brought to the birthing unit, and that is where we met Janice Mello, RN, an amazing nurse. About three minutes after Janice got me to my room, my water broke. There was no time to get me to the nearest newborn intensive care unit (NICU) at Dartmouth-Hitchcock, so Janice

immediately arranged for their Mobile NICU team to come to Speare. I remember Dr. Joe Ebner, of Speare's Plymouth OB/GYN, calmly walking into the room around 2:30am, and after checking me saying that the baby was coming soon. **Janice, a birthing educator and former doula, coached me through the contractions and remained composed during my high risk and dangerous delivery.** Dr. Ebner spoke clearly and calmly throughout, explaining what was happening, and what I needed to do next. Everyone had a genuine interest and concern for our safety.

At 3:32am, just 4 ½ hours after my first twinge of discomfort, our 2 lb., 9 oz. baby girl was born. Dr. Oliver Salmon and Ashley Francis, APRN, from Speare's Plymouth Pediatric & Adolescent Medicine, whisked her away to keep her warm and stable in preparation for the NICU. My mom and I were in absolute shock, but I vividly remember them telling me that they had examined the baby, and she looked perfect. Their positive assessment and words of encouragement were reassuring and gave me hope. I met my tiny but perfect baby before the Mobile NICU team took her to Dartmouth-Hitchcock. They praised the Speare team for doing an exceptional job in preparing the baby for them, and noted that she looked great, all things considered.

I experienced more complications after giving birth and received care from several Speare nurses, techs, and doctors, including Dr. Jenny Bentwood, from Plymouth OB/GYN. As a hospital employee myself, their warmth and friendliness really stood out to me. My questions were answered, my physical care was gentle and appropriate, and I was treated with respect and dignity.

I was finally able to speak to my husband at 6am, and we chose the name Louise "Lula" Mae Bradley.

Not only did the Speare medical team safely deliver my baby and stabilize me, Dr. Bentwood had me transported to Dartmouth-Hitchcock the next day, so I could recover near my daughter. Dr. Bentwood even took the extra step to follow up with a personal phone call. After 16 days at the Dartmouth-Hitchcock NICU, and 51 days at the Beth Israel NICU in Boston, Lula came home exactly one week before her due date.

I am fortunate that the medical professionals working at Speare are just as incredible as those in Boston. While our story is full of drama and surprises, one of my favorite parts to share is about the exceptional care we received at Speare. ♦

PATIENT STORIES

Speare is Here with Specialized Orthopedics

When Holderness resident Judge Arthur Gajarsa needed surgery for his hand, he expected to drive nearly an hour to Concord for the procedure. Instead, he only had to travel 10 minutes to Speare Memorial Hospital.

While many rural hospitals have had to cut services to remain viable, Speare has been adding and enhancing services needed by those in central New Hampshire. Among those is our partnership between Plymouth Orthopedics & Sports Medicine (POSM) and Concord Orthopaedics (COPA), allowing orthopedic surgery to be performed at Speare by the Concord surgeons.

[Read More »](#)

"I first noticed I had a problem moving three of my fingers about two years ago," says Judge Gajarsa. He sought care in Washington, DC, where he had lived for 52 years before retiring as a US Circuit Judge of the United States Court of Appeals for the Federal Circuit. He received a cortisone shot that temporarily eased his pain. Once relocated to Holderness, Judge Gajarsa began to seek local medical care.

"My physician suggested that I see a hand surgeon and highly recommended **Dr. Lance Klingler of COPA**," says Judge Gajarsa. "You depend on a physician's good judgment and abilities. You want to ensure they are up to date on recent techniques and are board-certified. I reviewed Dr. Klingler's background, and he met the criteria."

When Judge Gajarsa called to set up an appointment, he learned that Dr. Klingler is one of the COPA surgeons who sees patients at Speare's POSM at Boulder Point.

It was only when Judge Gajarsa had his pre-surgery evaluation with Dr. Klingler did he learn that the surgery would also be performed locally at Speare.

"I am familiar with Speare Memorial Hospital because we have used the emergency room, and I also spent five days there about two years ago with pneumonia," says Judge Gajarsa.

"I was well-treated and received great care, so I felt good about returning."



"I think Speare Memorial Hospital is a gem and serves the community very, very well."

Judge Arthur Gajarsa

going to make this happen.

"The surgical team exceeded my expectations," says the Judge. "Everyone was very receptive, cordial, and professional – they put me at ease. Obviously, you need that when you are going in for surgery."

He says he was treated well from admission to discharge, describing Dr. Klingler as excellent and the facilities as superb.

"I think Speare Memorial Hospital is a gem and serves the community very, very well," says Judge Gajarsa. "People should be proud of it because community hospitals are difficult to maintain. To be in this particular neighborhood with this kind of medical service is an advantage for people, and we should keep it, maintain it, and be proud of it."

Judge Gajarsa was home a few hours after his surgery. Dr. Klingler took the stitches out a week later and gave him follow-up exercises. He is doing much better now, with movement returned to his fingers.

"Not everyone has the ability or opportunity to fly to the Mayo Clinic for their medical care," says Judge Gajarsa. "I think it is very important that local residents can access first-class medical care. And they can at Speare." ♦

Still living a life full of work and leisure, Judge Gajarsa says that he can continue another 20 years or so as long as he has full use of his hands. Surgery at Speare was



Dr. Lance Klingler

Concord Orthopaedics

Dr. Klingler specializes in hand surgery at Concord Orthopaedics. **Speare's Plymouth Orthopedics & Sports Medicine** and **Concord Orthopaedics** have formed a partnership so that those in central New Hampshire no longer have to travel for specialty orthopedic treatment or surgery for knee, hip, hand, spine, foot, ankle, pediatrics, and sports medicine.

Make your appointment! Call:

📞 **603.536.1565**

SPEARE IS HERE

New Providers



Dr. Jennifer L. Bentwood

Plymouth OB/GYN

Dr. Bentwood joined Speare’s Plymouth OB/GYN, where she provides women’s health services. Having earned her medical degree at Dartmouth School of Medicine, Dr. Bentwood was pleased that her medical career brought her back to New Hampshire. Board-certified in family medicine and fellowship-trained in high-risk obstetrics, Dr. Bentwood specializes in family medicine and obstetrics/gynecology. She has a special interest in caring for women and children and preventing chronic disease through lifestyle and dietary changes. As a family doctor who also practices obstetrics, Dr. Bentwood enjoys being part of some of the most significant events in a family’s life, starting from the birth of a child. She says that the opportunity to develop a relationship with an entire family, often with multiple generations, is the best part of her job.

Dr. Jonathan C. Beach

MedCheck Urgent Care & Speare Emergency Department

Board-certified by the American Board of Emergency Medicine, Dr. Beach is the medical director of MedCheck Urgent Care. Dr. Beach earned his medical degree at the New York College of Osteopathic Medicine in Old Westbury, New York and completed his residency in emergency medicine at the State University of New York Upstate Medical Center in Syracuse.



Dr. David A. Benson

Speare Emergency Department

Dr. Benson obtained his medical degree from Tulane University School of Medicine in New Orleans and completed his emergency medicine residency at Louisiana State University Health Sciences Center in Baton Rouge. He served as a commander for the US Navy Medical Corps, working as a senior flight surgeon and is a Navy reservist.



Plymouth
OB/GYN
A department of Speare Memorial Hospital

Med 
URGENT CARE

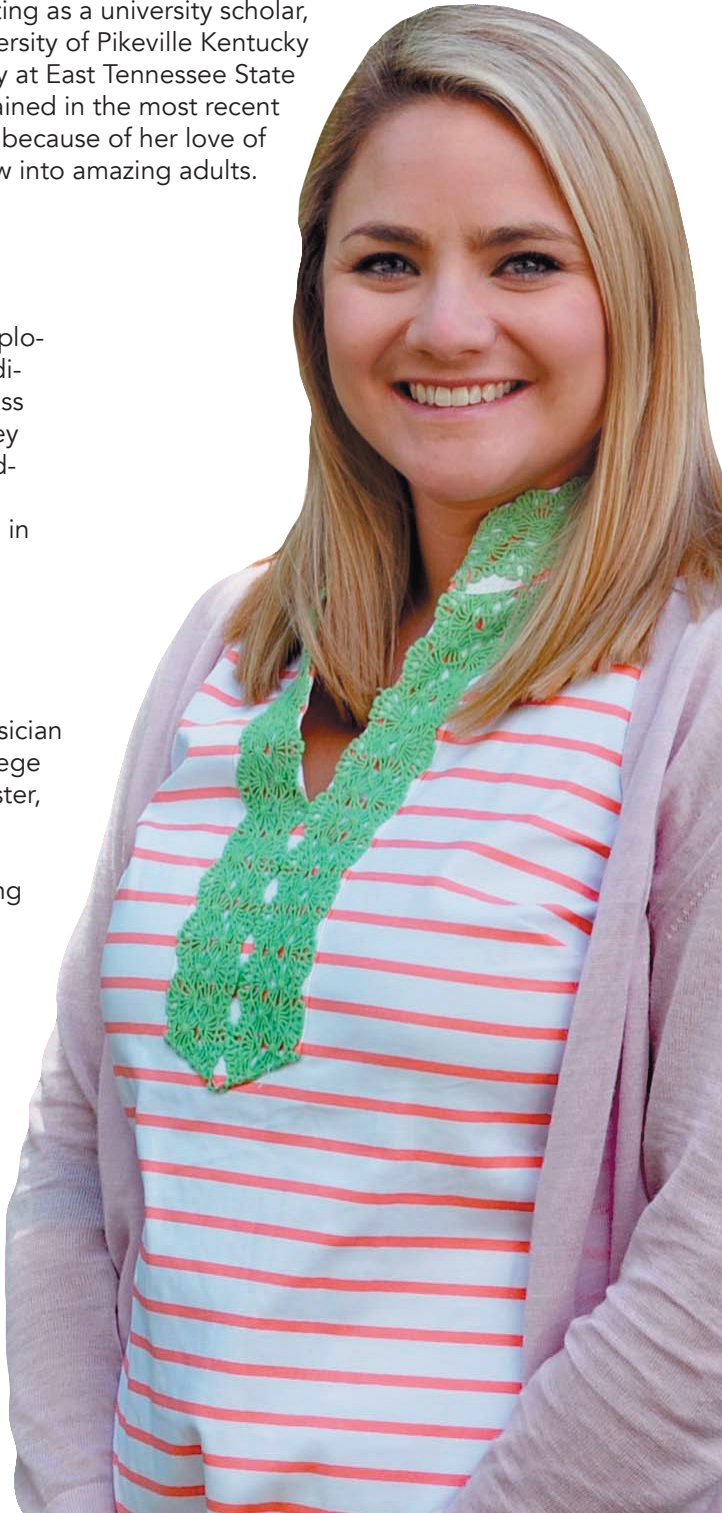
Plymouth
**PEDIATRIC &
ADOLESCENT MEDICINE**
A department of Speare Memorial Hospital

“Speare Memorial Hospital is proud to highlight seven of our new medical providers who joined us in fiscal year 2021. **All have been a tremendous addition to our team, working diligently to provide services that help our community achieve optimal health.** They embody our values of kindness, collaboration, patient and family-centeredness, safety, excellence, efficiency, and professionalism.

Dr. Brittany K. Anibal

Plymouth Pediatric & Adolescent Medicine

Dr. Anibal joined Plymouth Pediatric & Adolescent Medicine at Speare Memorial Hospital. A graduate of Souhegan High School in Amherst, New Hampshire, and the University of New Hampshire, Dr. Anibal, and her family were happy to return to New Hampshire. Dr. Anibal earned her bachelor’s degree in medical laboratory sciences at UNH, graduating as a university scholar, magna cum laude. She went on to earn her medical degree at the University of Pikeville Kentucky College of Osteopathic Medicine and completed a pediatric residency at East Tennessee State University. Dr. Anibal has a particular interest in breastfeeding and is trained in the most recent approaches to pediatric care. She says that she went into pediatrics because of her love of working with children as they grow into amazing adults.



Dr. Joanie T. Peter

Speare Emergency Department

Dr. Peter has advanced certification as a diplomate of the American Board of Family Medicine. She earned her medical degree at Ross University School of Medicine in New Jersey and completed her residency in family medicine at Central Maine Medical Center. She has nearly a decade of experience working in hospital emergency departments.



Kathryn E. Jennings, PA-C

MedCheck Urgent Care & Speare Emergency Department

Kathryn earned her master’s degree in physician assistant studies at the Massachusetts College of Pharmacy & Health Sciences in Manchester, New Hampshire. Certified by the National Commission on Certification of Physician Assistants, Kathryn has experience providing urgent and emergency care.



Lauren P. Dorr, PA-C

MedCheck Urgent Care & Speare Emergency Department

A certified physician assistant (PA-C), Lauren earned her master’s degree in physician assistant studies at Northeastern University. As a physician assistant, she has experience in urgent care and emergency departments throughout the region.





QUALITY

Speare is here for best outcomes.

Melissa M. Howard, MHA, BS, RN, CPHQ
Director of Quality, Infection Prevention & Service Excellence

THIS PAST YEAR was a testament to the patient and family-centered focus of those working at Speare Memorial Hospital. As we return to providing the services and procedures that we offered before the pandemic, our team remains focused on providing our patients with superior care in a safe environment.

Our employees and medical staff will continue to follow CDC and State guidelines, as we are finding opportunities to improve, engage staff, and provide community benefit to fulfill needs identified in our community needs assessment.

Despite the tremendous changes that have resulted from the pandemic, **Speare is here** for our patients and their families every day, committed to improving the patient experience and quality of care provided. ♦

Melissa M. Howard
MELISSA HOWARD, MHA, BS, RN, CPHQ
Director of Quality

“We are committed to our patients and to providing them with high quality healthcare services that result in the best outcomes.”

Top accomplishments in FY 2021 by Speare Memorial Hospital and our physician practices include:



Reduced preventable harm



Reduced surgical site infections



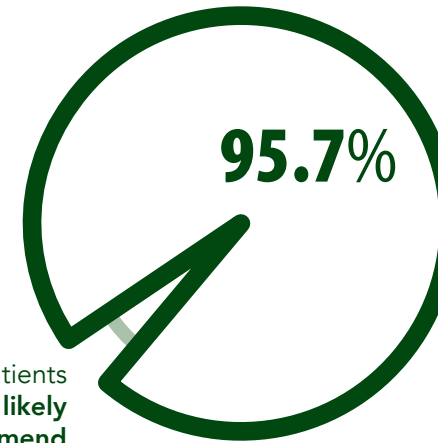
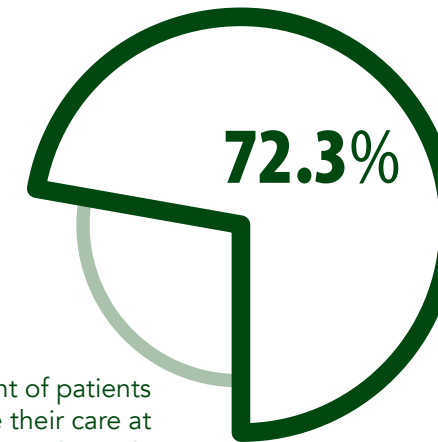
Reduced falls



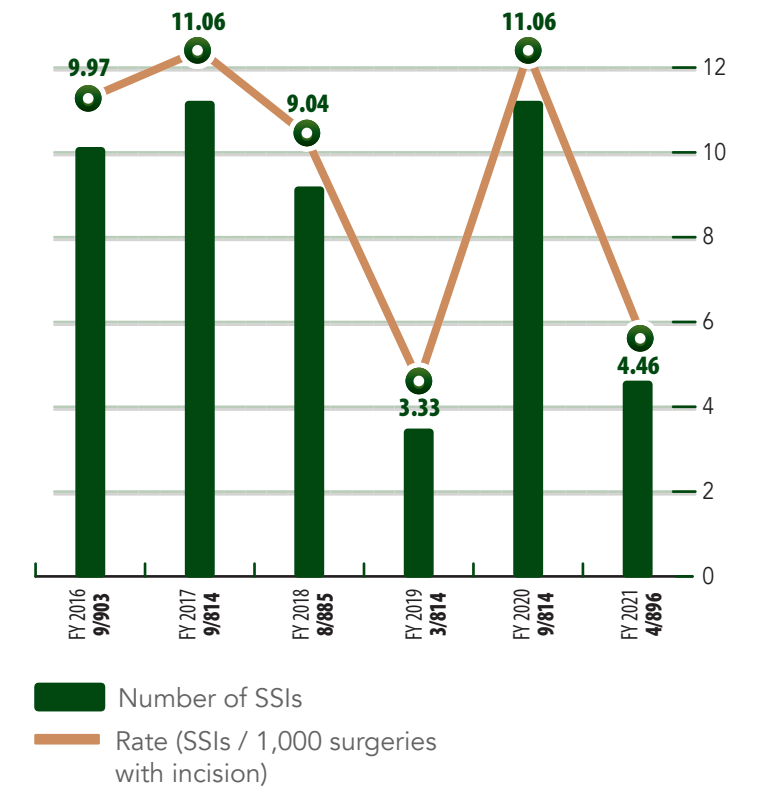
Improved medical practice satisfaction



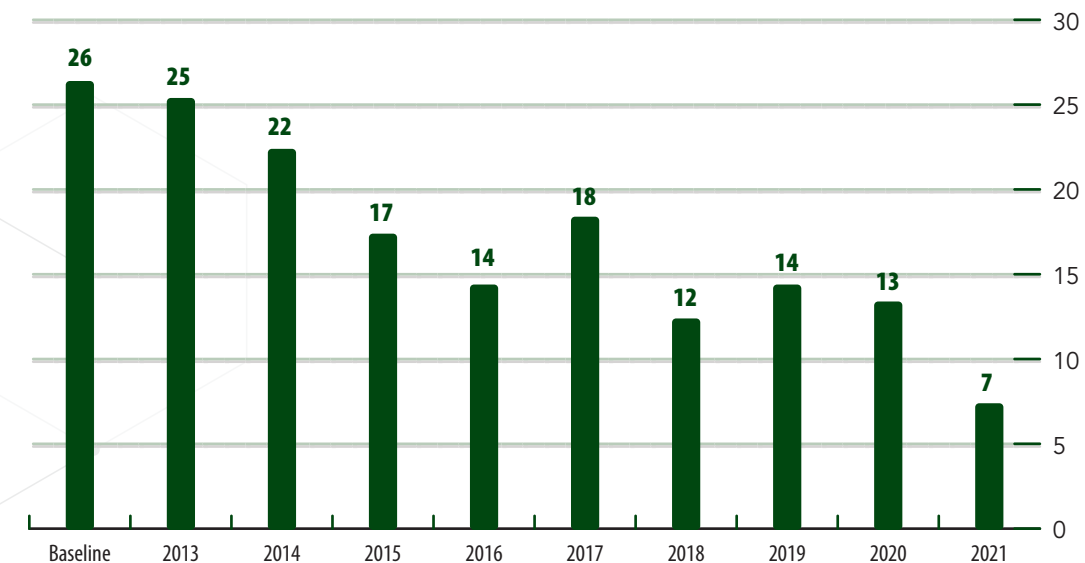
Improved inpatient satisfaction



Surgical Site Infections (SSIs) by Fiscal Year



Reduction in Preventable Harm Events by Fiscal Year in Number of Events



In FY 2021 Speare reduced preventable harm events by **73% from the baseline.**

Financial Update

Speare ended FY 2021 financially in a favorable position. Funds received from the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), the Payroll Protection Program (PPP) loan, and additional assistance from the Provider Relief Fund helped Speare significantly. We took proactive steps to secure our investments, and the markets performed better than we anticipated. As the fiscal year concluded, many of Speare’s patient services returned to pre-pandemic levels.

[Read More »](#)

Summary of Patient Services For the fiscal year ending June 30

	2020	2021
Totals:		
Emergency Room Visits	11,636	10,694
MedCheck Urgent Care	7,327	9,881
Surgical Services Patients	1,435	1,832
Physical & Occupational Therapy Treatments	24,773	27,277
Laboratory Tests	141,374	206,468
Radiology Exams	23,687	22,665
Oncology	3,114	3,232
Total Observation Days	1,216	935
Total Inpatient Days	4,341	4,346
Physician Practice Visits	33,455	33,316

Balance Sheet For the fiscal year ending June 30 *(in thousands of dollars)*

	2020	2021
ASSETS		
Total Current Assets	32,711	47,398
Total Other Assets	3,087	3,352
Limited Use Assets	29,722	35,586
Net Property & Equipment	23,697	22,171
TOTAL ASSETS	89,217	108,507
LIABILITIES		
Total Current Liabilities	25,597	31,711
Total Noncurrent Liabilities	16,411	15,254
Total Liabilities	42,009	46,966
TOTAL NET ASSETS	47,208	61,541
TOTAL LIABILITIES & NET ASSETS	89,217	108,507

Balance Sheet: Speare's total assets increased by almost \$20 million from the prior fiscal year. In response to the COVID-19 pandemic, the Centers for Medicare and Medicaid Services (CMS) made an accelerated and advanced payment program available to Medicare providers. Essentially this is a loan from Medicare. The hospital received \$8.2 million of advanced payments during 2021, and we will begin paying back this loan over the next fiscal year.

Speare’s leadership took proactive steps to secure its investments and reduce our equity markets exposure. As noted in the table, our limited use assets increased from \$29.7 million to almost \$36 million. This will be important as Speare invests in future needed facility projects estimated to total over \$35 million. These projects include relocating our pediatrics practice, expanding our operating rooms, and enhancing our emergency department to better serve our mental health population. Speare does have long-term debt of 14.5 million, and a relatively low debt to capacity, which gives us the opportunity to finance a portion of facility needs as well.



Speare’s financial position remains strong, and we will continue to invest in strategic initiatives that serve the needs of our patients and community.


TRAVIS BOUCHER, MBA
Chief Financial Officer

Summary of Operations: Speare's total net revenue from operations increased from \$66 million in 2020 to \$76 million in 2021. Much of the increase is attributed to the CARES Act funding and the forgiveness of the Payment Protection Program loan. The full loan amount forgiven is reported as other operating revenue for the fiscal year ending June 30, 2021. In response to the pandemic, Speare experienced an increase in expenses, from \$66.6 million to \$68.1 million. The increase is shown under wages, contract staff and physicians fees, and supplies, utilities, insurance, and other expenses.

Summary of Operations For the fiscal year ending June 30 *(in thousands of dollars)*

	2020	2021
Totals Net Revenue from Operations		
Impact of Medicare DSH Payments	3,688	3,208
Impact of DHHS Stimulus Revenue	4,418	1,510
Impact Payroll Protection Program		5,489
Expenditures for:		
Wages, Contract Staff & Physician Fees	32,132	33,157
Employee Benefits	7,374	7,516
Supplies, Utilities, Insurance & Other Expenses	20,875	21,672
Medicaid Enhancement Tax	2,552	2,283
Depreciation on Buildings & Equipment	3,297	3,135
Interest on Debt	426	363
Total Funds Paid Out	66,656	68,126
Net Income from Operations	(552)	8,263

Non-operating:

Net Investment Income	671	5,576
Unrestricted Donor Contributions	161	241
Other Non-operating Income/Expense	(47)	9
Net Non-operating Income	785	5,826
Excess of Revenues and Other Support Over Expenses	233	14,089
Net Assets Released from Restrictions for Capital Expenditures	247	200
Increase in Net Assets Without Donor Restrictions	480	14,289

Generous Donors

The list on the following pages represents donations received
in Fiscal Year 2021



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Thank you to the generous donors who support Speare Memorial Hospital's mission to work together to serve the needs of our patients and community!

If you would like more information about making a gift to Speare Memorial Hospital, please contact the Development Office at **(603) 238-2211** or at ccallnan@spearehospital.com.

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We have been providing financial help over the years because it is important to have a community hospital such as Speare available to people. I believe that we should contribute and leave more behind than we take in life.

Judge Arthur Gajarsa
(see Judge Gajarsa's full story p.12)

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PHOTO: The Plymouth General Dentistry (Premiere Event Sponsor) team at the 23rd Annual Golf Tournament. Dentist Dr. Joan Kirschner is pictured back row, second from right.

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PHOTO: Speare's radiology department earned both praise and donations in 2021 for their outstanding service.



- | | | |
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CONTACT: please send feedback to info@spearehospital.com