



CHOOSING SPEARE.

2023 ANNUAL REPORT TO OUR COMMUNITY

SOPHISTICATED CARE.
NEIGHBORLY COMPASSION.





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FY2023 (July 1, 2022 to June 30, 2023)



A Message from the CEO & Board Chair



Speare Memorial Hospital: **Your Best Choice** for Exceptional Healthcare.

Speare Memorial Hospital firmly believes that every individual should have the right to make informed decisions about their healthcare journey. By choosing Speare as your healthcare resource, you will have our commitment to a patient-centered environment that supports and empowers individuals to exercise their choices, enabling them to actively participate in their own care.

In the past year, **we have taken significant strides to enhance our care, ensuring that our community has local access to a wide range of services, innovative treatments, and state-of-the-art facilities.** We have invested in cutting-edge technology, expanded our medical specialties, and forged partnerships with reputable New Hampshire experts, all to broaden the options available to our patients. We expanded our reach to the Meredith area with our second urgent care site and a specialty clinic, and our partnership with Concord Orthopedics continues to flourish. We now offer new technological advancements in anterior hip replacement, shoulder replacement, and AS1 knee replacement (a CT-based system that generates 3D-printed cutting guides specific to each patient's anatomy).

As we move forward, we will continue to pursue excellence relentlessly, expanding our capabilities and staying at the forefront of medical advancements. MedCheck Urgent Care in Meredith will soon include our specialists in OB/GYN, general surgery, and pediatrics. Our weight loss center is transforming into the Weight & Well-Being Center, offering surgical and non-surgical weight loss options. And we are expanding our Sleep Lab to meet significant demand.

We want to express our deepest gratitude to the entire hospital community for their dedication, professionalism, and compassion. They consistently put patients at the heart of everything we do.

Speare is dedicated to the well-being of our community. Our unwavering commitment to patient-centered care, cutting-edge technology, comprehensive services, and high-quality standards positions us as your best choice for your healthcare needs. ♦

MICHELLE MCEWEN, FACHE, CPA
President & CEO

BRUCE WIGGETT
Chair





CHIEF MEDICAL OFFICER'S REPORT

CHOOSING MEDICAL EXCELLENCE.

C **COKE OR PEPSI?** Meat lovers or veggie? Chocolate or Vanilla? Life is full of choices, some large and some small. Your decision on where to seek health care should not be taken lightly. How do you decide? Do you ask friends or family? Do you favor outcomes data or efficiency? Do you seek physician certification? Any and all of these options can help to inform your decision-making. The staff at Speare Memorial Hospital understands you have a choice, and it has long been our goal to be your first choice for healthcare in central New Hampshire.

Friends and family are one trusted source to comment on the Speare experience. In the past year, over 95% of patients who visited a Speare specialty medical practice (general surgery, OB/GYN, orthopedics, pediatrics, or eye care) would recommend the practice to others. At White Mountain Eye Care, Dr. Musco was again named one of New Hampshire's "top docs" this year, a nomination made by physicians around the state. In addition, nearly 70% of our patients admitted to Speare Memorial Hospital rated their care 9 – 10/10. We work hard to provide patient-centered care, and surveys indicate the majority of patients in our community are pleased with the care they receive.

Patients expect care to be safe. This past year, we further developed a culture where each employee is empowered to perform their assigned duties on the team in a manner that puts patient safety first. Our team works to ensure a safe hospital discharge by coordinating with primary care offices, pharmacies, home health agencies, specialists, and physical ther-

apists, among other healthcare providers, to significantly reduce the need for patients to be readmitted to the hospital.

All of Speare's medical staff members are board-certified, meaning they surpass the requirements of excellence in their specialty field. In the area of orthopedics, Speare's partnership with Concord Orthopaedics allows access to board-certified sub-specialists: Dr. Burns, trauma and joint; Dr. Vorys, sports medicine and shoulder; Dr. Hagar, joint and trauma; Dr. Basyuk, hand; Dr. Stupay, foot and ankle; Dr. Levy, spine; and Dr. Kurtz, pediatrics. Getting sub-specialty orthopedic care close to home remains a top priority for Speare.

"We work hard to provide patient-centered care."

Patients want care to be efficient and timely. Nowhere is efficient care more of a focus than in the emergency department. Our ED team closely monitors the time from when patients arrive at the department to when they are discharged home. Patients spend less time in our ED than NH state and national averages. Our radiology department expanded MRI access to reduce wait times for this advanced imaging technology.

We recognize opportunities remain to improve the patient experience. One such area is access to the providers at Speare Primary Care. We have a fantastic group of primary care providers, and Speare has an initiative underway to improve access to your primary care provider and to meet your expectations better.

Another area of focus this year is meaningful patient engagement with the patient portal. Several enhancements are expected this year to make the Speare patient portal a richer experience, so please give the portal a try and let us know how we can further refine it to meet your needs.

YOU have the choice of where to seek care. As for me, I choose Coke, Veggie, Chocolate, and Speare. ♦



A stylized, handwritten signature in black ink, appearing to read 'J. Ebner'.

JOSEPH EBNER, MD
Chief Medical Officer



SERVICES

Betsy Salemson knows what she's talking about.

AND WHEN comparing the Hospital for Special Surgery in New York — the number one ranked orthopedic hospital in the US (where she had her hip replacement) — to Speare, Betsy says her experience at Speare, a much smaller hospital, was terrific.

"I will choose my local hospital whenever possible," says Betsy. "My neighbors and I use all of the services at Speare Memorial Hospital and have been impressed with the care and the staff."

Betsy's story began in 2020 when the pandemic was ratcheting up, and her son insisted that she leave New York and move to Wentworth, NH, where he and his father (Betsy's ex-husband and dear friend) live. A seventy-eight-year-old retired French teacher, Betsy made the move. But along the journey, she began experiencing severe right shoulder pain. Once the pandemic subsided, Betsy started researching orthopedic surgeons near Wentworth. A close friend had shoulder replacement surgery with Dr. Christian Vorys of Concord Orthopaedics, who sees patients in Plymouth and performs surgery at Speare. She made an appointment with him for a consultation. At this point, she could not do anything with her right arm.

"I like everything about Dr. Vorys. His credentials are outstand-

ing; his knowledge is impressive; he is a very personable and kind doctor," says Betsy. "He is the type of doctor I like. I need transparency. I need to be heard. I need doctors who remember that I am the expert about my own body."

Her surgery for a reverse total shoulder arthroplasty was scheduled for November 8, 2022, at Speare Memorial Hospital.

A reverse total shoulder replacement is a relatively new special type of surgery specifically developed for patients with a combination of both arthritis and loss of rotator cuff function. During the surgery, Dr. Vorys removes the damaged parts of the shoulder and replaces them with artificial components, reversing the normal ball-and-socket structure. **This innovative procedure is transforming the lives of individuals grappling with debilitating shoulder pain, offering renewed hope and mobility.**

"Reverse shoulder replacement surgery is revolutionary," says Dr. Christian Vorys. "We are not just fixing shoulders; we are reshaping the anatomy and restoring motion after muscles and tendons are no longer functional, giving people a chance to move without pain."

Betsy's surgery went well; she was home the next day, just a short drive from the hospital.

"The staff was terrific," she says. "I did not have any pain. I sat up all night in a recliner watching election results."

Betsy says joint replacements are common as we age, and she can now do almost everything with her right arm.

"The surgeon I chose from Concord Orthopaedics at Speare was outstanding," says Betsy. "Every interaction I have had at Speare Memorial Hospital has been wonderful." ♦



Dr. Vorys is a Dartmouth College graduate specializing in sports medicine and shoulder surgery. He completed his medical degree, internship, and residency in orthopaedic surgery at Columbia University in New York and his fellowship in sports medicine and shoulder replacement at Massachusetts General Hospital in Boston. Dr. Vorys was a team physician with the New England Patriots, Boston Bruins, and Red Sox, and is board-certified by the American Board of Orthopaedic Surgery.

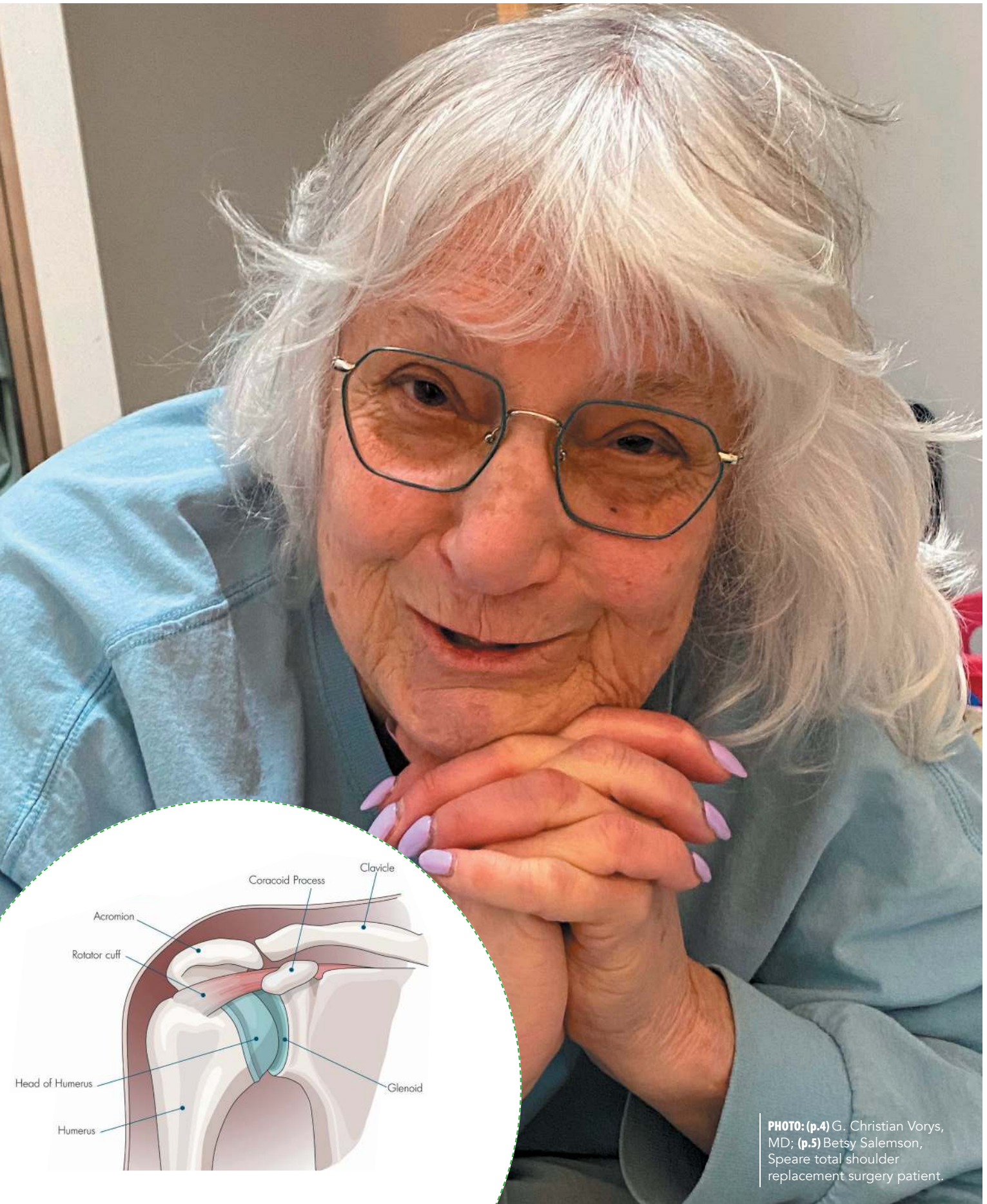


PHOTO: (p.4) G. Christian Vorys, MD; (p.5) Betsy Salemsen, Spere total shoulder replacement surgery patient.





At fourteen years of age, the incredibly active Charlotte also excels at rock climbing, running, and basketball. A bad injury could change her life. Her father, Tom, knew she needed to get to an emergency department fast. **Three hospitals were within the same distance. Tom chose Speare and wrote a letter to the hospital the next day.**



CHOOSING SPEARE.



Charlotte was doing one of her favorite activities – climbing a tree. But this was not one of her usual climbs. **As she rested on a branch, it suddenly gave way, plummeting her to the ground.** On her descent, another branch gashed the inside of her thigh.

Good afternoon,

This past Saturday, my daughter suffered a fairly serious laceration on her leg that we knew would require stitches. Living in Bristol, we have three hospitals that are within just about the same travel distance from our home. We have lived in the Lakes Region for several years, and luckily, this was the first time we needed to visit an ER, but **I decided to go to Speare. And I'm glad I did.**

There was no wait, and they were able to get my daughter right in. The registered nurse who originally triaged her had an excellent bedside manner and helped to put her at ease. She explained everything that was about to happen and did so in a very professional manner.

The nurse practitioner, Jean, who saw her, was just as great. She also had a fantastic bedside manner, was engaging and professional, and did a fantastic job with the stitches. All said and done, I believe we were in there for less than an hour.

It is so great to have such great professionals working in our community. I know many of our healthcare workers do not get the credit they deserve, but I give them all the credit in the world.

Thank you all for being there for us and for all that you do!

Tom K.





NEW PROVIDERS

CHOOSING TRUSTED HEALTHCARE PROVIDERS.

**Jameson Boswell, PA-C**

Speare Emergency Department & MedCheck Urgent Care

Jameson has worked as an emergency medicine physician assistant across the country, caring for a diverse patient population with a broad range of medical needs. He graduated summa cum laude with a bachelor's degree in biology from the University of Colorado before earning the Outstanding Graduate Award with his master's degree in medical science from the Red Rocks PA Program & St. Francis University in Colorado. Jameson is certified by the National Commission on Certification of Physician Assistants.

**Mirno Pasquali, PA-C**

MedCheck Urgent Care

A highly experienced physician assistant, Mirno spent decades doing humanitarian work that brought him around the world. He has evaluated and cared for children and adults in emergency and family practice settings from Liberia to Laconia. Mirno is certified by the National Commission on Certification of Physician Assistants. After earning his bachelor's degree from the University of Florida in Gainesville, Mirno was awarded Clinical Preceptor of the Year from the Massachusetts College of Pharmacy physician assistant program.

**Laura Spears, APRN**

Plymouth Orthopedics & Sports Medicine

An advanced practice registered nurse, Laura has several years of orthopedic, pain, and oncology experience working in New Hampshire hospitals and other medical settings. Laura is board-certified by the American Academy of Nurse Practitioners and is a certified family nurse practitioner. Laura earned her bachelor's degree in nursing from the Salve Regina University in Newport, Rhode Island, and her master of science in nursing degree from the Family Nurse Practitioner Program at Simmons College in Boston.

**Ryan Sycherz, PA-C**

Speare Hospitalist Services

A member of the NH Air National Guard, Ryan has several years of experience as a hospitalist provider at a large New Hampshire hospital. He earned his master's degree in physician assistant studies from the Massachusetts College of Pharmacy and Health Sciences in Manchester, New Hampshire, where he graduated in the top 20 percent of his class. His clinical rotations included emergency medicine, pediatrics, women's health, and surgery. Ryan is certified by the National Commission on Certification of Physician Assistants.

Speare Memorial Hospital was made stronger this past year by adding these highly skilled medical providers. Their dedication to our vision of creating a community where all can achieve optimal health has positively impacted our hospital, physician practices, and emergency and urgent care settings.



Manhattan *to* Moultonborough



PHOTO: Meredith pictured with her second child born at Speare.

A patient's story about choosing to deliver twice at Speare Memorial Hospital.

igh to Speare!

It was a chilly day in March 2020 when Meredith and her husband unplugged from their bustling life in New York City to relax for two weeks at her uncle's home in Moultonborough, the town where she spent summers in her youth. One month later, she soon found herself on an unexpected journey where the remarkable tale of her growing family unfolded not once but twice at Speare Memorial Hospital.

"Our two weeks in the mountains turned into something much more as the pandemic swept in, and we became pregnant with our first child in April 2020," says Meredith. After growing up in Boston and, most recently, living in New York City for fifteen years, she began building a new life in New Hampshire.

As their journey into parenthood began, choosing a hospital became paramount. Meredith says that the proximity of Speare, coupled with Plymouth OB/GYN's experienced physicians with exceptional credentials, made it the obvious choice. She became a patient at Plymouth OB/GYN, where she found from the outset their expertise instilled confidence, and their commitment to her was unwavering.

"In my first appointments with Dr. Joseph Ebner and Dr. Jenny Bentwood, I developed quick trust and comfort that they understood me, would help and educate me along my pregnancy journey, and would do what was best for me and my child," says Meredith.

Because Meredith was over the

age of 35 and considered a high-risk pregnancy, the team watched her closely, especially towards the end of her pregnancy, when Dr. Bentwood noticed that she was not measuring as large as expected. They discovered that Meredith had low amniotic fluid – a potentially serious condition that increases the risk of miscarriage, preterm birth, or stillbirth.

"From that point onward, I was cared for with even more vigilance by the Speare team."

"I had frequent non-stress tests, where I met the amazing birthing suite nurses, Janice and Cindy. Like Dr. Bentwood and Dr. Ebner, they had a way about them that gave me further confidence Speare was absolutely the right place to deliver – they got to know me, my body, and prepared me for labor!"

Ultimately, Dr. Bentwood and Janice, with help from Dr. Ebner and a broader team of nurses, delivered a healthy baby girl in January 2021.

But the story doesn't end there. In the fall of 2022, Meredith and her husband became pregnant with their second child. "I now had the opportunity to go to larger hospitals in New York or Boston;

however, Dr. Bentwood and Speare were my first calls with our exciting news, and there was no question where we would go for our second pregnancy journey — Speare!"

"The individualized care and relationships we built with the Plymouth OB/GYN and birthing suite team at Speare are strong, trusted, and valued by my family and me," says Meredith. "There was simply no other place to go for my second pregnancy care, check-ups, and to ultimately deliver."

As Meredith was frequently traveling, this choice sometimes meant longer drives for appointments, but Meredith says that every drive was worth it, and they never second-guessed it. In August 2023, Meredith and her husband, Eric, welcomed a healthy baby boy at Speare. They once again worked with the exceptional team of birthing suite nurses and Dr. Bentwood and Dr. Disney, another great doctor at Plymouth OB/GYN.

"We have continued to receive postpartum care at Speare, and as I have told Dr. Bentwood, we trust her with our family's lives," says Meredith. "We are forever grateful and appreciative to Plymouth OB/GYN, the birthing suite nurses at Speare Memorial Hospital, and all of the staff with whom we interacted at every visit. Their help, advice, and positive interactions made every aspect of our experience at Speare second to none, and the only hospital and team we considered working with and entrusting to help safely grow and care for our family." ♦





QUALITY REPORT

CHOOSING A COMMITMENT TO EXCELLENCE IN PATIENT CARE.



Providing a high-quality and safe patient care experience.

OUR PURSUIT of excellence at Speare Memorial Hospital remains dedicated to delivering our community an exceptionally high-quality and safe patient care experience — both essential factors when choosing where to seek healthcare services. Despite the inherent challenges in healthcare, we are steadfast in our commitment to preventing complications and continuously enhancing our practices to ensure the well-being of our patients. ♦

Safe Care Practices

Our focus is on adopting and implementing safe care practices. Through active participation in national and statewide programs to prevent complications, we embrace a collaborative approach with peer hospitals. This engagement allows us to monitor our progress, identify areas for improvement, and implement best practices to prevent future events. Regular communication of results ensures transparency and accountability, reinforcing our commitment to the highest patient safety standards.

Patient Experience

At Speare, we recognize that the patient experience extends beyond medical interventions. Our commitment to providing a great experience is rooted in understanding that patients remember not only the medical care received but also the interactions and support they experienced. Leadership visits on the inpatient unit play a pivotal role in enhancing the patient and family experience. Nursing leadership members routinely engage with patients, addressing their concerns, answering ques-

tions, and ensuring their needs are met before discharge. Moreover, our nursing staff conducts post-discharge follow-up calls to support patients in scheduling appointments, understanding medications, and connecting them with essential community services.

Your Best Choice

Speare Memorial Hospital's unwavering commitment to safety and providing our patients with a great experience positions us as the preferred healthcare choice in our community. Through proactive measures, continuous improvement, and a focus on patient experience, we strive to exceed expectations and contribute to the well-being of those we serve. As we reflect on the past year's achievements, we look forward to further advancing our mission in the coming years, guided by our commitment to excellence in healthcare.

By providing an exceptionally safe and high-quality patient care experience, Speare Memorial Hospital is positioned as the best choice for your healthcare needs.



Andre Santos

5/5 ★★★★★

We are **extremely grateful** for the exceptional care received by the nurses and doctors from the Labor and Delivery Department at Speare Memorial Hospital. Our nurses and physicians were above and beyond. They seamlessly accepted transfer of care later in our pregnancy knowing we were experiencing a rare complication - staff was able to respond professionally at all points and **ensured the safe arrival of our daughter!!!**



“Our commitment to central NH communities remains strong; we are uncompromising in our pursuit of excellence, patient experience, and access.”

MAINTAINING FINANCIAL SECURITY.

As central NH's community hospital, Speare Memorial Hospital is proud to be our community's choice for their healthcare needs, not only because of the convenience, but also due to the broad range of services offered in a patient-centric approach. Our commitment to central NH communities remains strong; we are uncompromising in our pursuit of excellence, patient experience, and access.

We saw fiscal year 2023 as the year we began to return to normalcy. **The pandemic lessened its grip and influence on our daily operations, and we could refocus our efforts on our strategic initiatives of quality, growth and sustainability, our workforce, and digital transformation.**

Speare Memorial Hospital ended the year with a gain of \$554,800 from operations. This is a significant decrease from the prior year, primarily due to the recognition of various COVID-related funds we received in fiscal year 2022.

Operating expenses increased 4.6% over the previous year. Labor costs increased almost 7%, which reflects the healthcare worker shortage our industry faces, resulting in a very competitive labor market and reliance on contract labor to cover open positions. Depreciation and amortization increased by 35% due to the full-year amortization costs associated with our new electronic health record, which was implemented in late fiscal year 2022.

Speare endeavors to operate at a small profit margin so that we can continue to invest in our organization (people, new medical technology, and building) and community services. ♦



Nancy Pierce
NANCY PIERCE
Director of Finance

We've provided the following to help our community achieve optimal health:

\$9,582,140

in total Financial Assistance & Community Benefit

Unreimbursed
Government
Sponsored Healthcare
Services

\$8*
million

*total: \$8,337,520



\$227,310

for Subsidized Health Services like our primary care clinic, school dental program, mammography & cervical screening, and financial counseling

\$263,922

in Financial Contributions to support local programs addressing substance abuse, domestic violence, childhood trauma, and affordable food



\$628k*

*total: \$628,033

Free & Discounted
Health Care Services/
Charity Care

Statement of Operations

For the twelve-month period ending June 30, 2023

Billed for services to our patients:

Care for inpatients	\$ 32,645,986
Services to outpatients	\$ 137,171,796
Received from other sources	\$ 5,041,766

Total from all sources \$ 174,859,548

Amounts billed but not received:

Government and commercial payer contractual deductions	\$ 95,195,503
From patients unable to pay and bad debt	\$ 478,909

Amount actually received from patient care and other services \$ 79,185,136

Our costs include:

Payment to our employees and physicians	\$ 47,692,089
Payment to our suppliers and vendors	\$ 23,821,224
Depreciation, amortization, and interest	\$ 4,303,864

Total costs for patient care and other services \$ 75,817,177

Residual earnings intended for use to reinvest in community healthcare \$ 3,367,959

Payment of NH Medicaid Enhancement Tax \$ 2,813,159

Excess amounts received over costs to be used for upgrading our facility and equipment and expand services \$ 554,800



A portrait of Janet Boisvert, an elderly woman with short grey hair, wearing red-rimmed glasses and a patterned jacket. She is smiling and sitting in a black office chair against a wooden background.

CHOOSING TO SUPPORT SPEARE'S FUTURE.

FROM **JANET BOISVERT**

“**E**ach of our lives is sprinkled with various challenges; our worlds are spent experiencing both difficulties, which need to be addressed, as well as elations, which recreate us and allow laughter to spill over these special moments of joy. After living this gift of life for nearly ninety years, one grows with the awareness that both teach us very valuable lessons.

A difficult medical situation caused me to choose Speare over any other health facility, primarily because of its proximity to my home. Also, the doctor performing my operation is part of the Speare staff. But, probably most importantly, I chose Speare because it is a small hospital where not only do local people care for each other but also the professional qualifications of the medical staff excel. I might even go so far as to say that everyone dealt with me as if I were part of their family. It's pretty remarkable, indeed.

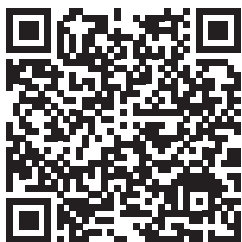
For me, the welcoming desk personnel were so heartwarming and compassionate; the hospital's operational prep team so coordinated, organized, helpful, and considerate of my needs; and Dr. Ebner, who operated on me, showed such professionalism, competence, respect,

knowledge, and dignity during every part of the surgery, from beginning to end. The nurses who cared for me and who made me so comfortable; the wonderful private room with the embossed ceiling leaves and the borders of flowers; the kitchen staff with the menu of food suited to my eating style: each and every one of them went beyond themselves to see to it that my stay there was perfect. I cannot say how grateful I was for all the professional services rendered.

Life is that journey through thick and thin, through ups and downs, always shifting one way or the other; a school, so to speak, where we learn to grow because of this polarity. And it is Speare Memorial Hospital's personnel who are the shining lights of these down days, the celestial music to our ears; the public servants, showering compassion, encouragement, and love to those around them; and I am so aware of that fact and so thankful to have received all their blessings. All I can say is thank you for being the sunshine

after the rain, the laughter after tears, the joy that overcomes fear. **Indeed, choosing Speare, for me, was certainly the perfect choice.** ♦

**The best way I
can choose to
show my sincere
appreciation for
the outstanding
professionalism
that I experienced
at Speare is to
include it as
beneficiary in my
estate trust.**



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

The following list represents donors who gave in fiscal year 2023. If you would like to make a donation to Speare Memorial Hospital, please go to spearehospital.com/donate/make-a-secure-online-donation or scan the QR code.

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(read more about Jan Boisvert's decision to give on p.16)

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WHY CHOOSE SPEARE?



A.T.

5/5 ★★★★★

My midwife-attended home birth ended up at Speare Labor & Delivery. I expected to be traumatized given the switch of venue & expectations, but we were given a 5 star experience at every level, every day of the week long stay. **I cannot fathom receiving a better experience elsewhere & would highly recommend birthing with them.** I've never experienced a high-end boutique birthing center offering all levels of anticipated care, though it felt like one.

Shelley Withrow

5/5 ★★★★★

I can't give this hospital enough stars. **They are absolutely amazing.** I am cared for the moment I walk into the waiting room and until I leave. They listen to you and know when you know your body. I want to say thank you to each and every member of the Speare Memorial Hospital team.



Kathy Cipriani

5/5 ★★★★★



Best ER around! From the moment I arrived, until I walked out the door, I was treated with **the most caring professional team!** The ER nurses are amazing! The teamwork was wonderful! Dr. Andrew Seefeld, the ER doctor, is one incredible man. While I was there, he had a full ER and never left anyone waiting for a long period of time. People don't realize, how many hats an ER doctor has. Just while I was there, he was an orthopedic doctor, on top of every other doctor you can think of! There were many patients with injuries from falling on the ice. I was the only one there with a different issue. He helped me, when my own doctor didn't listen to me. I am totally impressed with the way, Dr. Seefeld ran his ER, along with an awesome team! Thank you all so much!



We are proud to have received so much wonderful feedback online and in letters throughout the past 12 months about the care our community has received at Speare Memorial Hospital. **Please keep them coming, we appreciate it!**
info@spearehospital.com

(read more about Speare's outstanding patient reviews on p. 21)