

Concord Hospital
2010 Community Benefits Narrative Report

2010 Community Benefits Overview and Executive Summary

During difficult economic times, times when more people are unemployed or are struggling to make ends meet, community members especially rely on Concord Hospital's long standing tradition to provide needed medical care regardless of insurance coverage or financial ability to pay for services.

For Concord Hospital, fiscal year 2010 was the most challenging financial year in more than a decade. Decreasing government reimbursement, lower than anticipated patient volume and higher numbers of people needing financial assistance combined to create nearly the perfect storm, wreaking havoc with our financial expectations early on in the year. Yet, the Hospital never wavered from either its charitable mission or its attention to quality care and patient safety.

*Increasing its community benefits investment in total by nearly five (5) percent, Concord Hospital provided **\$38,061,204 in programs and services to meet the health needs of our community members.** That number, however, reflects only a small piece of the organization's mission driven story of this past year.*

*Attentive to the needs of our community's low income and most vulnerable populations, the Hospital served **31 percent more people through its financial assistance programs, increasing its charitable care investment by 15 percent.** Overall, **\$14,321,498 was provided in free and subsidized patient care to 8,264 patients,** which addresses identified community health needs of access and affordability of medical care and represents 38 percent of the organization's 2010 community benefit investment increase*

*Significant highlights in the area of Subsidized Health Services include a **19 percent increase in the number of people served through substance use services** together with significantly more invested to provide emergency behavioral health intervention in the Hospital's Emergency Department. Concord Hospital's contract with Riverbend Community Mental Health to provide service around the clock **increased from \$385,245 in 2009 to \$828,744 in 2010.** While the larger investment does not translate into dramatically more patients, it does reflect the complexity of those behavioral health patients that were cared for in the Emergency Department.*

*In the area of Community Health Services, there was an increase in both the investment and numbers served through community health and wellness education as well as screenings and fairs. **Investing \$325,959 – nearly a 65 percent increase over 2009 - Concord Hospital provided health and wellness education for 23 percent more community members last year.** One area where the Hospital's investment decreased in this category was injury prevention; the result of losing a staff member whose dedicated position was not replaced.*

***Financial contributions showed a 16 percent increase over 2009 figures** with the bulk of the increase occurring through in-kind contributions both locally and abroad and conference room use. One significant decrease in the Hospital's investment occurred in "Facility and Service Subsidy for CRHC Affiliates," the result of the Concord Regional Visiting Nurse Association moving to its own building.*

Investment in Community Building Activities was significantly decreased in 2010, the result of minimal emergency preparedness investment and the absence of a public-private partnership like the Langley Parkway extension, which was partially recorded in 2009. In the absence of a pandemic threat or a long-term crisis situation, emergency preparedness requirements are diminished.

Capital Region Health Needs Assessment

Concord Hospital regularly participates in comprehensive community health needs assessments to identify far-reaching health needs faced by people in the communities served by the Hospital. Assessment results are evaluated over time and serve as the basis to develop new or expanded plans to address services in response to need. Concord Hospital develops programs and services to address community health needs and makes investments in initiatives that align with the Hospital's core mission. Beyond that focus are programs and services that benefit every resident and support the far reaching goal of a healthier community.

The Hospital relies on the engagement and support of key stakeholders, including the Concord Hospital Medical Staff, as well as vital Capital Region Health Care partners and numerous other community organizations. Together, we work toward developing a network of care and support that provides a medical safety net for our community members.

The Hospital continued to use data from the 2008 Capital Region Health Needs Assessment as a guide in developing programs and services and making community benefit investments in 2010.

Adult Priority Needs

Primary

- Access to affordable dental care
- Affordability of health care
- Accessibility of medical care
- Access to affordable mental and behavioral health care

Secondary

- Access to affordable prescription medications
- Substance abuse prevention and treatment
- Family planning and STI/STD prevention and treatment

Other

- Smoking prevention and cessation
- Nutrition
- Weight management and exercise

Youth and Teen Needs

Access and affordability of care

- Dental
- Health care
- Suicide prevention
- Mental and behavioral health
- Family planning services
- Alcohol and substance abuse

Charity Care

In accordance with State reporting requirements, which went into effect in 2009, Concord Hospital's charity care expense is reported based upon costs versus charges. Charity Care includes the Hospital's traditional inpatient and emergency services, as well as the care provided through employed physician practices and the Family Health Centers in Concord and Hillsboro-Deering. Additionally, the Hospital's Prescription Voucher Program, which provides urgently needed medications while patients are awaiting prescription assistance, is reported in this category.

More people were served through the Hospital's charitable care and financial assistance programs in virtually all categories, as follows:

- **Hospital Charitable Care – 3,999 patients, an increase of 23 percent;**
- **Family Health Center in Concord – 1,615 served, an increase of 28 percent;**
- **Family Health Center in Hillsboro-Deering – 256 people, an increase of 33 percent;**
- **Concord Hospital Medical Group (physician practice) Charitable Care – 56 percent increase, serving 1,913 patients;**
- **Family Health Center Dental Clinic – 481 served, 46 percent increase.**

Eligibility for the Hospital's charity care program is extended to people who are below 225 percent of the Federal Poverty Level. When a patient is approved to receive financial assistance, that approval extends for a six-month period and includes all Hospital care, ensuring that assistance is portable and that people have access to all needed medical services through a single application process.

Unique to Concord Hospital, our catastrophic assistance program assists people with moderate income who have experienced a high cost medical event. Supporting patients who are between 225 and 500 percent of the Federal Poverty Level, the assistance is provided in accordance with income levels, reducing the financial liability of a catastrophic health event to a more reasonable amount.

Community Health Services

In 2010, Concord Hospital provided **more than \$1,777,211 million in community health services**. Included in this category are the community outreach programs and services offered by the Hospital's Center for Health Promotion, including health and wellness education, parenting support and information, and dedicated services to help people adopt healthy life-style changes. Also included are the myriad of support group activities that help patients and their families manage chronic health conditions.

Earlier this year, Concord Hospital's Center for Health Promotion collaborated with local area school districts, healthcare organizations, the City of Concord and other individuals committed to creating a culture of healthy living for all people in central New Hampshire to establish the Capital Area Wellness Coalition (CAWC). The increasing rate of obesity affecting the nation also exists in the Concord area. Many programs already exist to address the concerns of people who are overweight and obese. One goal of the CAWC is to create collaboration, increase efficiency and avoid duplication among the various organizations that are providing these programs. The Coalition is positioned to become a centralized resource for people and organizations to identify programs and services related to healthy living.

Also in 2010, the Concord Hospital Trust collaborated with the Hospital's Center for Health Promotion and Occupational Health Services to create the *Business Partners in Health* initiative. Engaging area business leaders in an outreach committee, the goal of the Business Partners in Health initiative is to reach out to businesses to share information about the charitable services available to address their employees' medical needs and to share tangible health and wellness programming and information to keep employees healthy. In the inaugural year, the collaboration **provided 150 businesses with a *Healthy Tips* newsletter every other month to distribute to employees, connected personally with 140 businesses to offer wellness programming and conducted three breakfast forums, which attracted 75 business leaders** to participate in a two-way dialog regarding the Hospital's goals and priorities.

Within the Community Health Services category, *Health Care Support Services* are those services that are provided to assist community members in accessing both the information and the medical care

that they need. A key initiative in the category of Health Care Support Services is the Hospital's Prescription Assistance Program. Provided through the Concord Hospital's Financial Assistance Department and one of the most successful programs of its kind, the **Prescription Assistance Program served 2,484 community members, 19 percent more than 2009, assisting them with accessing 12,857 needed medications provided through various pharmaceutical company programs. The value of medications that were provided through this program was \$5.7 million.**

In recent years, the Hospital has expanded the number of financial counselors available to assist patients. A key goal is to identify community members in need sooner. Counselors proactively seek out patients in an effort to connect them with public insurance programs as appropriate or to encourage them to complete an assistance application. The result is more charity care and less reported as bad debt; most importantly, community members are provided with the support to access the medical care they need. In 2010, Concord Hospital's financial assistance counselors **processed 8,192 applications (an 11 percent increase over 2009) of which 2,981 were new patients requiring assistance.** Additionally, they enrolled more than 200 people in public programs, including Medicaid and Healthy Kids, and referred hundreds more.

Health Professions Education

Having highly trained medical personnel benefits everyone in the community. Beyond on-going education for physicians, nurses, technicians, and other clinicians, Concord Hospital supported numerous special initiatives in 2010 to further the capabilities of area medical personnel, **investing \$5,646,450 in Health Professions Education.**

With construction complete in May 2010, the Forrest D. McKerley Simulation and Education Center was dedicated. Nearly \$1.5 million was raised in philanthropic contributions to construct the state-of-the-art facility, one of only two in the State. The Center kept its promise to reach beyond the walls of Concord Hospital to support medical education in the community by training area EMTs and Paramedics as well as the New Hampshire National Guard Air Ambulance Division prior to its deployment to Iraq. Trainees at the National Guard were able to practice life-saving techniques on the lifelike, simulation mannequins using an actual Black Hawk helicopter. To quote one of the Guardsmen, *"It's one thing to start an IV line in a patient on the ground. It's another to start a line in a bumpy helicopter. It was priceless to practice that lifesaving technique in those conditions."*

The Concord Hospital Trust Scholarship Fund Sub-Committee presented its first round of scholarships in 2010. Creating meaningful criteria and overseeing the application and selection process, a group of dedicated volunteers recommended **awards totaling \$26,900 to 16 students** in nursing and allied health programs. Additionally, Concord Hospital directly supported the nursing programs of area higher-education organizations. The New Hampshire Technical Institute (NHTI) in Concord and St. Anselm's College in Manchester were provided the information technology connectivity necessary to train nursing students on the electronic health record.

Subsidized Health Services

Representing 39 percent of Concord Hospital's total community benefit investment, Subsidized Health Services are those activities that assure access to specialty care and support for people with special medical needs and chronic health conditions. Many of the programs and services that are represented in this category are offered at no cost or at such a minimal cost that Concord Hospital must provide subsidy to ensure that the programs are available to address needs. Programs for people with cancer, cardiac disease, diabetes and pulmonary disease are but a few of the services included in this category. With an

investment totaling **\$14,903,143**, Subsidized Health Services experienced a slight increase in community benefit valuation in 2010.

An identified community health need, behavioral health services and emergency behavioral health care were well represented in Concord Hospital's community benefit offerings in 2010. **Nearly \$3.6 million was provided in subsidy to support one of the State's few remaining dedicated behavioral health inpatient units, outpatient substance abuse services and dedicated behavioral health intervention in the Emergency Department round-the-clock, which is a 24 percent increase over 2009.** Statewide cuts in funding for behavioral health services resulted in an increase in the number of patients brought to Concord Hospital's Emergency Department who needed to remain in the Emergency Department Behavioral Health Unit for days instead of hours until an appropriate facility was available for them. The impact to both the patients and the staff in the Emergency Department was both challenging and dramatic.

Other subsidized health services include the Concord Hospital Family Health Center in Concord and Hillsboro-Deering and the Family Health Center's Dental Clinic in Concord. The Hospital's Family Health Centers are "the crown jewels" in our Community Benefit activities, assuring access to needed primary, dental and behavioral health services to our region's most vulnerable residents. In 2010, the **Family Health Centers provided more than 49,985 visits to 12,105 patients and 3,652 dental visits for our community's most disadvantaged.**

In a program initiated earlier this year by Concord Hospital, Franklin Regional Hospital, Lakes Region General Hospital and Lakes Region Emergency Medical Services, patients most at risk for cardiac arrest or permanent heart damage are rushed directly to Concord Hospital, the closest hospital offering the specialized treatment to open severely blocked arteries. The goal of this Regional Early Activation Care Team (REACT) initiative is to save time, heart muscle and lives by transporting patients to Concord Hospital's cardiac catheterization suite, where a medical team is on-call 24 hours a day and stands ready to provide the needed intervention to save lives. En route to Concord Hospital, the ambulance is a virtual emergency room with paramedics in close contact with doctors through new communications equipment that transmits electrocardiogram results directly to the Emergency Department. More than \$77,000 was provided through the Concord Hospital Trust's Charles Parsons Endowment to outfit the ambulances in the communities to the North with this necessary equipment.

Research

Concord Hospital's roots are as a community hospital, however, the addition of tertiary and specialty services in recent years has transformed the organization into a regional medical resource. The many partnerships and collaborations that Concord Hospital forges with organizations like Massachusetts General Hospital, the Dana Farber Cancer Institute and Dartmouth-Hitchcock Medical Center provides patients in our community with access to clinical trials. Clinical trials in cancer treatment and cholesterol management allow patients with chronic and special medical needs to access state-of-the-art treatment. In 2010, **\$368,587 was invested in clinical trials so that 228 patients could participate in innovative research-based care.**

Financial Contributions

In 2010, Concord Hospital provided **\$995,723 in cash and in-kind support to other organizations and medical needs around the world.** The Community Services Fund provides funding support to Hospital departments and Capital Region Health Care affiliates for programs that address identified community needs and serve vulnerable populations. In 2010, the following Community Services Fund grants were awarded:

<p>Riverbend Community Mental Health, Inc. – Parent-Child Center – Providing parenting support and education for families. Working collaboratively with Concord Connections, a Collaborate Family Resource Center to promote protective factors which are conditions in families and communities that, when present, increase the health and well-being of children and families.</p>	<p>\$47,524</p>
<p>Riverbend Community Mental Health - Provide dually diagnosed patients to use Health Buddy to reduce physical and mental health symptoms and increase compliance with medications and treatment. <i>*Last year’s request of \$30,000 was for the start-up cost for the project.</i></p>	<p>\$20,000</p>
<p>Riverbend Community Mental Health - Memory Wellness Center will offer person-focused and flexible services that are designed to meet the complex needs of individuals with dementia and those who care for them.</p>	<p>\$15,000</p>
<p>Concord Regional Visiting Nurse Association - The Parent Friend Program helps struggling parents learn to nurture their infants and children. Trained home visitors mentor and guide parents.</p>	<p>\$30,000</p>
<p>Capital Region Family Health Center – Integrated Behavioral Health Program - Mental health services are available in the community for the insured and for those who are able to pay for services. The project goal is to increase access to behavioral health services to the uninsured, low income, and/or refugees by adding one additional Integrated Behavioral Health Clinician and to continue to train a full time pre-doctoral marriage and family intern who also provides direct care services.</p>	<p>\$75,000</p>
<p>Capital Region Family Health Center – Dental Clinic -To provide preventative, restorative and emergency dental care to the uninsured/underinsured Family Health Center patients.</p>	<p>\$224,000</p>
<p>Center for Health Promotion - Provide Financial Assistance for participation in Childbirth Education Programs. Determined by provider of prenatal care.</p>	<p>\$5,000</p>
<p>Center for Health Promotion – Preventing Falls – Develop a Community Based Falls Prevention Program for Older Adults. This need was identified in our 2003 and 2008 Community Needs Assessment as a vulnerable population that needs to access community based programs. Fall-related injuries are associated with substantial costs.</p>	<p>\$3,500</p>

Additionally, the Healthy Beginnings Endowment, established and led by long-term obstetrician, Oglesby Young, MD, supported numerous programs and organizations that address the needs of parents through education and support. Parenting education has been an identified community health need in the past; it is hoped that the need is being addressed through the plethora of programs and services available in the community. In 2010, the following Healthy Beginnings Endowment grants were awarded:

PROGRAM	<i>AMOUNT</i>
<p>Capital Region Mothers of Multiples (CRMOM) <u>Support Group Program</u> for families and all others caring for multiples. Provides services to 17 families.</p> <p><u>Program/Service Objects:</u></p> <ul style="list-style-type: none"> • To serve families who are pregnant with or who have given birth to multiples by providing education, moral support, meals and baby items as needed. • To provide monthly meetings at Concord Hospital. • To support and expand the programs to include as many families as possible in the area. • To provide a babysitting program for the families who wish to attend their meetings but can't due to childcare costs. 	\$1,200
<p>The Children's Place and Parent Education Center <u>New Parents Support Group / Toddler Play Group</u> – Offers a place in which families can come together in support of each other, striving to enhance the family unit thus preventing child abuse and neglect. Provides services to 30 new parents and their infants and 45 parents and their toddlers.</p> <p><u>Program/Service Objects:</u></p> <ul style="list-style-type: none"> • Provide a weekly group designed to eliminate or alleviate some of the stresses, including isolation, associated with being a first-time parent or parent of a toddler. • Provide a place for parents to make connections, friendships and to network with other parents experiencing similar feelings and issues. • Provide a forum for both education and informal discussion. • Offer evening groups twice yearly to encourage the involvement of both parents. (New Parents Group only) • Introduce parents to other supportive services offered by TCP. • Provide innovative activities for both parent and toddler to participate in together. (The Toddler/Parent Play Group only) • Provide an opportunity for toddlers to socialize. 	\$6,400
<p>Concord Regional Visiting Nurses Association (CRVNA) <u>Baby's First Homecoming.</u> This program supports mothers at home following discharge and enables detection of problems with mother or baby early on. Seven hundred seventy-six (776) mothers and their newborns were visited in 2009.</p> <p><u>Program/Service Objects:</u></p> <ul style="list-style-type: none"> • To provide a continuum of care from hospital to home for newborns and their parents. • To reduce the seriousness of physical complications/problems through assessment and early detection. • To minimize the impact of postpartum depression through early recognition and 	\$5,000

<p>referral.</p> <ul style="list-style-type: none"> • To increase maternal satisfaction and success with breastfeeding. • To increase parental knowledge and understanding of newborn development and care needs. • To increase parental knowledge regarding immunizations and well-child care. • To increase parental awareness of community resources available to support families. 	
<p>Concord Public Library Foundation: <u>Books for Babies Program</u> – to provide a free copy of quality children’s books to every newborn at The Family Place. Provided 1,300 – 1,400 babies and their families with a book based on 1,324 births at The Family Place in 2009.</p> <p><u>Program/Service Objects:</u></p> <ul style="list-style-type: none"> • To provide new parents with a “starter kit” of children’s books. • To increase children’s reading programs and to bring them to the library. 	\$1,500
<p>Dame School <u>Grandfamilies’ Group.</u> Offers parenting classes and support for grandparents who are parenting for the second time. Expected to serve 15 –20 grandparents and 15 – 20 children ages birth to 16 years per session for three, seven-week sessions per school year.</p> <p><u>Program/Service Objects:</u></p> <ul style="list-style-type: none"> • To enhance the relationship between grandparent and child by helping the grandparents understand their grandchildren’s behavior. • To increase the parenting skills of the grandparents by teaching them specific parenting techniques. • To increase the grandparents’ knowledge of child development via parenting courses. • To decrease the isolation of grandparents by bringing together families with similar situations. • To promote the involvement of the grandparents in their grandchildren’s school life. • To provide literacy-based experiences for the grandchildren. • To establish a peer group for grandchildren that consist of children living in families headed by grandparents. 	\$7,000
<p>Concord Community Music School <u>The Music and Movement Program</u> serves children ages 6 months to 6 years through partnerships with organizations that serve low-income families and families with children with disabilities. Provides services to 58 individuals, 36 classes, 626 individual services.</p> <p><u>Program/Service Objects:</u></p> <ul style="list-style-type: none"> • To provide age-appropriate musical learning in classes designed by age group (classes are in 18 month or one year increments, with a different annual curriculum for each). • To teach a repertoire of rhymes, songs, dances, wiggles, tickles, and finger-plays, and instill confidence in the care givers so that they can participate in daily musical activities with the child, so that music becomes a natural and cherished part of learning. 	\$3,000

<ul style="list-style-type: none"> • To instill a joy in music making that comes from a play-based curriculum and age-appropriate movement and singing. • To provide children from <i>all</i> backgrounds the additional stimulus, learning potential, confidence, and language development that musical learning provides. • To work with young parents by modeling bonding activities with their children and providing within their lives a joyful time with their child and activities to share into the future. • To provide hands-on training to student-interns and their instructors in a pre-school setting. 	
<p>Child and Family Services - Healthy Families Home Visiting Program <u>Healthy Families Home Visiting Program</u> in the Capital Region to serve at-risk women under the age of 25 who are pregnant with their first child and who would greatly benefit from this comprehensive approach to developing their parenting skills and enhancing maternal and child health. Provide services to ten (10) young pregnant women, under the age of 25 experiencing their first pregnancy.</p> <p><u>Program/Service Objects:</u></p> <ul style="list-style-type: none"> • Promote healthy pregnancy and birth outcomes • Promote a safe and nurturing environment for children • Enhance families’ life course and development • Promote enrollment of children in quality childcare and/or early childhood education programs upon parent’s return to work or school. 	\$10,200
<p>Concord Hospital The Family Place – <u>Perinatal Loss Support and Education Program</u> to provide care to families who experience the loss of their babies. Provide services to ten to 15 families experiencing a perinatal loss at Concord Hospital and the 60 registered nurses who care for them.</p> <p><u>Program/Service Objects:</u></p> <ul style="list-style-type: none"> • To expand existing program by providing more educational materials and support to increase resources and education to staff providing the care for these families. 	\$2,000
<p>Concord Hospital Center for Health Promotion – <u>Parent Support and Education Community Outreach To Hillsboro, Epsom and Boscawen.</u> Provide services to postpartum families, 60 moms between the three communities.</p> <p><u>Program/Service Objects:</u></p> <ul style="list-style-type: none"> • Provide support, bring new moms and partners together to help network and share concerns • Provide education on services available at Concord Hospital • Identify any moms that may be dealing with Postpartum Depression 	\$2,520
<p>Riverbend Community Mental Health – <u>The Asperger’s Emotional and Social Enrichment Program</u> <u>(AESP)</u> Provide services on an annual basis to 75 children and adolescents with Asperger’s Syndrome ages three - 18. An additional 25 –30 parents to also participate.</p> <p><u>Program/Service Objects:</u></p>	\$6,000

<ul style="list-style-type: none"> Program is designed to provide an array of services for children with Autism Spectrum Disorders (ASDs). 	
<p>Northeast Deaf and Hard of Hearing Services, Inc., (NDHHS) <u>Parenting Skills Training Program.</u> Strengthening of internal/psychological and external/information resources for families where parents are deaf or hard of hearing in Central NH. Services provided to seven (7) families. Deaf and hard of hearing parents of hearing children and deaf and hard of hearing parents with deaf children.</p> <p><u>Program/Service Objects:</u></p> <ul style="list-style-type: none"> Teach parenting skills. Explain development from birth to adolescence using therapists who are fluent in sign language with attention to hearing and deaf dynamics. Teach assertiveness and stress management skills. Group facilitator and NDHHS staff will help identify those families in need of counseling and facilitate appropriate referrals. Participants will increase self-esteem by inviting deaf parents of hearing children as role models, i.e., “What it is like to raise hearing children as deaf parents: Everything you want to know but were afraid to ask.” Deaf parents who participate in this program will become role models to other deaf parents creating a “rippling effect” throughout the grassroots population. Participants will learn how to utilize a variety of services within the larger community and their rights according to the Americans with Disabilities Act. 	<p>\$3,500</p>

The Payson Center for Cancer Care’s “Lend Me A Hand” Fund and the Gene Gillis Endowment provide direct support to cancer patients in need for out-of-pocket expenses like gasoline, groceries, and nutritional supplements. These individual grants, made possible through philanthropic contributions, provide a special measure of support for cancer patients and their families during challenging times.

Beyond cash support, Concord Hospital provides in-kind goods and services to respond to a myriad of needs both at home and abroad. Whether it is medical supplies for mission work, the use of conference room space, staff volunteering paid time for community organizations, or securing pillows and linens for the winter homeless shelter, Concord Hospital and its staff strive to extend community benefit support beyond direct medical care.

Community Building Activities

In 2009, a significant investment of more than \$560,000 was made to ensure that the Hospital was prepared for any eventuality, including a large influx of patients. With two outbreaks of H1N1 Influenza Concord Hospital’s Emergency Preparedness plans were well tested in 2009. In 2010, however, no such large-scale, community health event occurred, which accounts for the large decrease in this community benefit category.

Community Benefit Operations

The only Community Benefits Operations expense recorded is the staff expense to track and report on the Hospital’s community benefit investment. The applicable costs for staff engaging in actual community benefit services and programming are reported within specific initiatives and activities. This

expense represents the functional allocation of staff time, also taking into account the time associated with responding to reporting requirements.

Fundraising/Philanthropy to Support Programs for the Underserved

The Hospital's community benefit investment in activity to raise funds for programs and services to address the needs of the underserved through the Concord Hospital Trust, the Hospital's philanthropic arm, **increased nearly 200 percent**. The Trust's special event focus in 2010 to raise funds to support the Family Health Centers in Concord and Hillsboro-Deering, genetic counseling at the Breast Care Center, free care and subsidized support programs at the Payson Center and individual support for out of pocket expenses for cancer patients in need resulted in **nearly \$750,000 in contribution support** for these purposes.