

# Report to Our Community

Hopefully, as you read through this issue of *Advances*, you'll recognize that Concord Hospital is an unusual community hospital. Many hospitals pursue new technology, but few have as effectively implemented as wide an array of technology with as much collaboration and success as we have at Concord Hospital. Well, what makes us different? It starts with our people. The Board sets the priority that Concord Hospital will be a progressive organization. Management is both creative and conscientious. The Medical Staff is deeply committed to excellence, and individual physicians are always encouraged to embrace technological breakthroughs when they occur. All staff are well trained, committed, compassionate, and engaged in helping the organization fulfill its mission. Thanks to strong financial performance and an effective approach to management of reserves, the organization has the financial wherewithal to invest in new technology, modern facilities, and great people.

Most importantly, we have a strong collegial approach as we embrace change and strive for extraordinary results. At Concord Hospital, the Board, Medical Staff, and Management work together to provide outstanding clinical care relying upon new, proven technologies to advance care. When the Board, Medical Staff, and Management work well together, the synergy helps create unusual results. Throughout the organization, effective communication and collaboration are embedded in what we do every day. The Board establishes the policies that support the Medical Staff in their pursuit of clinical excellence. The Board also approves a budget that allows for the investment in new technology and facilities. Members of the Medical Staff identify and advocate for new technology when they believe that technology will improve clinical care for patients. The Urodynamic Suite, TMS equipment, a special Operating Room table in support of an anterior approach hip replacement, and the da Vinci Robot are just some of the examples of physician driven initiatives to increase the scope of care provided at Concord Hospital. Our Medical Staff provides tremendous leadership as our progressive community hospital continues to evolve into a regional healthcare resource. Still, a request for new technology is never automatically approved. The Board enables clinical evolution while maintaining a strong commitment to stewardship. Any clinician must make a compelling case that new technology is both affordable and will, in fact, improve clinical care. A realistic and sustainable budget establishes a framework for investment in new technology. A rigorous Capital Equipment Committee, comprising Management and Medical Staff representatives, reviews and, as appropriate, approves specific requests. The Credentials Committee reviews and approves physician requests to use new technology to provide care safely and effectively. Ultimately, Management provides the infrastructure to support our ability to optimally operationalize the use of new technology.

All of us realize that resources are limited. Because of this reality and fortunately, clinicians don't make unreasonable requests. Because we're working together we've been able to prioritize investments that are consistent with our organization's mission and vision. Investing in new technology never takes precedence over our commitment to Community Benefits. Last year Concord Hospital provided more than \$37 million to meet community needs through various community benefit initiatives (this included nearly \$24 million for financial assistance for those unable to pay for services provided).

Over the years, passionate clinicians have driven the organization to expand our ability to provide "state-of-the-art" care. The clinicians profiled in this edition of *Advances* follow in the path of their predecessors to help us achieve aspirations that a few years ago might have seemed beyond our reach.

Respectfully submitted,

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Michael B. Green

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*Rachel Rowe*

Rachel Rowe

Chair / Board of Trustees

*B.J. Entwisle MD*

B.J. Entwisle, MD

President / Medical Staff

## IN FY 2008

# Our People

- ⊙ According to data measured by Press Ganey, Inc.,<sup>1</sup> our rating for **overall inpatient satisfaction placed Concord Hospital in the 98th percentile** among all inpatient hospitals in the United States;
- ⊙ New Hampshire Hospital Association discharge data placed Concord Hospital as a leader in providing orthopaedic specialty services to New Hampshire residents. **Our orthopaedic inpatient units (6-South and 6-East) ranked in the 94th percentile for patient satisfaction** versus all orthopaedic units in the nation by Press Ganey;<sup>1</sup>
- ⊙ Concord Hospital was 100 percent compliant with all of The Joint Commission's National Patient Safety Goals.<sup>2</sup> Overseen by an expert panel of widely recognized professionals with hands-on experience in addressing patient safety issues, Commission goals ranged from improving the accuracy of patient identification to encouraging patients' active involvement in their own care;
- ⊙ **Dr. G. Darby Pope, a thoracic surgeon, joined Concord Hospital medical staff** and will help develop a multidisciplinary Thoracic Oncology Program at Concord Hospital Payson Center for Cancer Care. Thoracic surgery is the treatment of diseases that affect the lungs, chest wall, esophagus, and diaphragm;
- ⊙ Concord Hospital was the first acute-care facility in New Hampshire to meet stringent standards for the Anthem Blue Cross and Blue Shield Quality Hospital Incentive Program (Q-HIP). Anthem's quality standards include Centers for Medicare & Medicaid Services criteria and various other quality factors;
- ⊙ As part of a pilot program through N.H. Department of Health and Human Services, Concord Hospital was one of three healthcare facilities in the State to publicly report mandated data for post-op knee infections, surgical improvement project measures, and central line bloodstream infection rates;
- ⊙ As a means of better meeting the communication needs of our patients and their companions, **Concord Hospital hired a Deaf and Hard of Hearing Program Coordinator** to serve as an advocate for patients and companions as well as a resource for staff;
- ⊙ The Concord Hospital Clinical Informatics Team was honored with a National Association of Medical Directors of Information Systems (AMDIS) award for utilizing sophisticated hospital information technology to enhance quality of medical care, efficiency, and safety. The team includes Drs. Joel Berman, Concord Hospital Chief Medical Information Officer; David Picard, Concord Hospital Pulmonary Medicine; Paul Clark, Internal Medicine; and Wendy Angelo, Family Care of Concord;
- ⊙ The Clinical Research Trial Program led by our Human Investigation Committee (HIC) was selected by the National Association of Institutional Review Board Managers, Inc. (NAIM) as **one of the nation's 10 best in providing human subject education**. The Hospital's HIC is responsible for approving, modifying, or rejecting all trials conducted by healthcare professionals and students affiliated with Concord Hospital, including research conducted at the Hospital. Ongoing trials at Concord Hospital include studies in behavioral sciences, cancer, cardiovascular disease, gastroenterology, heart failure, high cholesterol, and physical therapy;
- ⊙ Concord Hospital implemented a Hospital-wide Hand Hygiene initiative and the Board of Trustees set a goal of 100 percent Hospital-wide compliance. This initiative encourages and reminds all staff that hand washing is the single most important means of preventing the spread of infection, and a committee was formed to regularly monitor employees' adherence to recommended hand hygiene practices and encourage patients to ask their healthcare providers if they washed their hands. Our current measurement of 94 percent compliance indicates improvement in all areas;

- ⊙ The Ocean Bank & Hutter Construction Rock 'N Race benefitting Concord Hospital Payson Center for Cancer Care eclipsed the annual event's participation record with 5,639 registered runners and walkers. The \$263,000 raised by participants supported programs, services, and financial assistance for Payson Center patients;
- ⊙ **Concord Hospital was one of five businesses honored with a *Business in the Arts Award* by the New Hampshire Business Committee for the Arts.** The Hospital was highlighted for its extensive collection of visual arts and use of performing arts in therapeutic care, commitment to local artists, and creating an overall environment that celebrates the role of the arts in healing;
- ⊙ **Concord Hospital was nationally honored for the third consecutive year with a *Partner for Change Award* by Practice Greenhealth.** The *Partner for Change Award* recognizes facilities that help create healthy, healing environments and commit to eliminating mercury, and reducing waste and pollution. The Hospital increased recycling, implemented numerous initiatives to eliminate hazardous materials, took steps to conserve energy, and utilized environmentally safe and certified cleaning products;
- ⊙ **Dr. Gerald Sardella, a seasoned cardiothoracic surgeon** from Albany, N.Y., joined Center for Cardiac Care, a Concord Hospital Center of Excellence. During his career, Dr. Sardella has performed more than 2,200 adult cardiac surgeries including beating heart, minimally invasive, and robotic-assisted cardiac surgery;
- ⊙ Concord Hospital Family Health Center continued to serve as the primary clinical training site for the State's only family medicine residency program, the NH Dartmouth Family Medicine Residency. Between 2000-2008, 37 of the 60 graduates remained in New Hampshire and 21 of them joined Concord Hospital;
- ⊙ **Concord Hospital was named a *Platinum-Level Start! Fit-Friendly Company* by the American Heart Association's Start! program** for helping employees eat better and exercise more. Concord Hospital was one of only two companies in the State, and the only medical facility, to receive *Platinum-Level* status, the highest level of recognition from the American Heart Association Start! program;
- ⊙ **Paula Weeman, ARNP of Pittsfield Medical Center, a department of Concord Hospital, was one of two nurse practitioners honored with a *Lifetime of Service award*** by her peers at the Northeast Regional Nurse Practitioner Conference. This distinction is awarded annually to a nurse practitioner who helps advance the profession's continuing role and importance statewide in providing quality healthcare services to patients;
- ⊙ Rehabilitation Services physical therapists Josh Cleland, DPT, PhD, OCS, also an assistant professor at Franklin Pierce University, and Sarah Eberhart, PT, were recognized by the American Physical Therapy Association (APTA) for *Best Research Article* published in the APTA Journal in 2008. Many other staff members serve as lead investigators in individual and multi-site research projects that are also published in peer-reviewed professional journals.

## IN FY 2008

# Our Technology

- ⊙ Concord Hospital healthcare professionals and Concord Fire Department first responders sharpened their skills through participation in a number of educational courses at the **Concord Hospital Forrest D. McKerley Simulation and Education Center, one of the first state-of-the-art facilities with sophisticated technology north of Boston, Mass.** Thus far, more than \$1 million has been raised through donations by foundations, grants, area businesses, Concord Hospital staff, physicians, and community members to support construction of the permanent facility on the Hospital's first floor;
- ⊙ Concord Hospital was awarded for its healthcare achievements utilizing CPOE (Computerized Provider Order Entry) during a McKesson Corporation national competition. All hospitals eligible for a McKesson award are required to submit data demonstrating how CPOE, an advanced information technology tool that can eliminate the need for handwritten orders, helps healthcare providers improve medical care and safety for their patients;
- ⊙ Ultrafiltration therapy became available for congestive heart failure patients with excess fluid. This simple, safe, and precise method of removing excess fluid with innovative technology helps improve symptoms more rapidly and reliably;
- ⊙ A new 3 Tesla Magnetic Resonance Imaging (3T MRI) system offered enhanced clarity and faster scan times for more accurate and efficient diagnosis of injuries and diseases. The most common uses for the 3T MRI are for neurological exams of the brain and spine and musculoskeletal exams of the shoulders, wrists, elbows, and knees;
- ⊙ Wristband bar coding improved patient safety by allowing nurses to electronically scan a patient's wristband, instead of verbally confirming their identity, to ensure the correct patient is receiving the correct medication. This advanced technology also allows nurses to view an entire medication order and a patient's most current vital signs while at their bedside;
- ⊙ **Concord Hospital is one of just 11 hospitals in New England to be named *Most Wired by Hospitals & Health Networks* magazine**, the journal of the American Hospital Association. The annual survey honored Concord Hospital for excellence in using innovative information technology to improve quality of medical care, customer service, public health and safety, business processes, and workforce issues;
- ⊙ Our Hospital-employed healthcare providers' (Concord Hospital Medical Group's) progressive efforts using Electronic Medical Records (EMRs) to support office-based smoking cessation counseling were spotlighted by the National Committee for Quality Assurance (NCQA) publication *Quality Profiles: The Leadership Series – Focus on Tobacco Dependence and Smoking*.

## IN FY 2008

## Facilities

- ⊙ CH Medical Offices North opened at 18 Foundry Street and currently houses Concord Family Medicine, a Concord Hospital Rehabilitation Services site, and the Hospital's Sleep Center. The building, conveniently located off Exit 16 on I-93, provides larger treatment space and improved access that enhance medical programs and services;
- ⊙ The Payson Center for Cancer Care offered a **Genetic Counseling Program at the Breast Care Center**, through a collaborative effort with New Hampshire Oncology-Hematology, PA (NHOH) and Dana-Farber Cancer Institute. Since the program began two years ago, 130 women have come for counseling and 65 have been tested. The Program is supported in part by contributions from community members;
- ⊙ Concord Hospital Family Health Center offered innovative group care for pregnant mothers-to-be. Additionally, group care was available for eligible patients recommended to lose weight for medical reasons. Both groups allow participants to learn from others in addition to their healthcare providers;
- ⊙ The **Payson Center for Cancer Care celebrated its fifth year** of providing personalized treatment and support for cancer patients and their families, including radiation oncology, medical oncology, and surgery. Since 2003, physicians and staff have treated more than 2,000 new patients and delivered over 48,000 radiation treatments in the Jim and Marianne Cook Radiation Oncology Department, and patients have visited NHOH in the Eugene and Anne Slusser Medical Oncology Suite at the Payson Center more than 30,000 times for treatments and consultations;
- ⊙ **The Susan McLane Memory Wellness Center opened in Concord** and is a valuable resource for individuals suffering from memory loss and dementia. The Center offers assessment, short-term counseling, support, education, and referrals to ensure coordinated care and is operated by Riverbend Community Mental Health, Inc., in collaboration with Concord Hospital, The Mental Health Center of Greater Manchester, and Easter Seals NH;
- ⊙ Pleasant Street Family Medicine joined our family of Hospital-employed healthcare providers (Concord Hospital Medical Group), enabling the practice to expand medical services and programs for its patients. As departments of Concord Hospital, Concord Hospital Medical Group practices have access to sophisticated technology, multiple resources, and advanced educational training ensuring that patients receive the highest standard of medical care.

<sup>1</sup> The most current data is from Press Ganey Associates, Inc. an independent provider of satisfaction surveys and measurement tools that provide insight for helping healthcare organizations improve the quality of care they provide.

<sup>2</sup> As an independent, not-for-profit organization, The Joint Commission is the nation's most recognizable healthcare accrediting body.



Dr. Veronica Triaca, Medical Director of the Pelvic Medicine and Continence Program

The Concord Hospital Center for Urologic Care added a new, state-of-the-art 1,500-square-foot Urodynamic Suite with advanced technology that aids physicians in diagnosing why patients suffer from urinary incontinence and voiding dysfunction, pelvic floor disorders, pelvic pain, and chronic urinary tract infections. The dedicated suite and technology to conduct urodynamic studies support the Centers Pelvic Medicine and Continence Program overseen by Medical Director Dr. Veronica Triaca.

Concord Hospital became one of only two hospitals in New England to offer **Transcranial Magnetic Stimulation (TMS)**, a safe, painless, noninvasive treatment for major depression that uses electromagnetic energy to stimulate the brain. Treatment Resistant Depression (TRD) patients often cannot tolerate the side effects of pharmaceutical therapy, which may include weight gain, sexual dysfunction, dry mouth, or agitation. There are no cognitive side effects and patients can drive to and from their appointments or even return to work immediately following a treatment.

Through use of the da Vinci S™ HD (high-definition) robotic-assisted surgical system at Concord Hospital, **minimally invasive laparoscopic hysterectomy** became available for eligible female patients. Patients report less post-operative pain, shorter recovery time, and quicker return to normal activities.

Surgeons from Concord Orthopaedics began performing a new **minimally invasive hip replacement treatment option** for eligible patients that is currently only available in Northern New England at Concord Hospital. Using a specially designed operating table, surgeons gain improved access to a patients hip and leg for prosthesis placement. Such access requires less cutting of tissue and muscle during surgery, thereby potentially reducing the recovery period.

## Concord Hospital Statement of Revenues and Expenses

Fiscal year ending September 30 (in thousands)

	2008	2007	2006
Net patient revenues	\$ 363,525	\$ 321,994	\$ 298,863
Other operating revenues	18,622	19,873	19,450
Operating revenues	<b>382,147</b>	341,867	318,313
Salaries & benefits	176,163	159,296	145,810
Services & supplies	124,255	115,218	108,944
Depreciation & interest	27,679	21,473	21,837
Community charity care	22,773	18,404	15,805
Provision for uncompensated care	18,848	17,000	17,738
Operating expenses	<b>\$ 369,718</b>	\$ 331,391	\$ 310,134
Gain from operations	12,429	10,476	8,179
Non-operating revenues	964	9,320	7,368
Excess of revenues over expenses	<b>\$ 13,393</b>	\$ 19,796	\$ 15,547

## Concord Hospital Consolidated Balance Sheet

Fiscal year ending September 30 (in thousands)

	2008	2007	2006
Cash & other current assets	\$ 73,961	\$ 75,838	\$ 110,342
Long-term investments	145,245	154,896	143,032
Property, plant & equipment-net	168,285	162,368	135,854
Other assets	9,203	10,467	9,524
Total assets	<b>\$ 396,694</b>	\$ 403,569	\$ 398,752
Current liabilities	\$ 52,759	\$ 46,943	\$ 69,799
Long-term liabilities	134,125	120,350	122,366
Net assets:			
Unrestricted	181,319	202,103	176,002
Temporarily restricted	12,194	16,017	13,642
Permanently restricted	16,297	18,156	16,943
Total liabilities & net assets	<b>\$ 396,694</b>	\$ 403,569	\$ 398,752

### Guide to Revenue Statement

#### COMMUNITY CHARITY CARE

Represents write-off charges for services to patients who were unable to pay.

#### PROVISION FOR UNCOMPENSATED CARE

Represents revenue lost because patients failed to pay amounts owed.

#### GAIN FROM OPERATIONS

Excess of revenues over expenses from all patient and contract services.

#### NON-OPERATING REVENUES

Includes revenues and losses from investments, contributions and support from endowments.

### Guide to Balance Sheet

#### LONG-TERM INVESTMENTS

Includes funds restricted by donors or outside agencies, as well as funds designated by the Board for long-term investment.

#### NET ASSETS

Represents the value of Concord Hospital that is available to meet future facility, equipment and strategic needs. Temporarily restricted represents funds restricted by donors for specific purposes. Permanently restricted represents funds restricted by donors to be maintained as a permanent endowment with earnings to be used to support hospital activities.

Concord Hospital's 2008 Annual Report represents fiscal year 2008 (10/1/07-9/30/08) For a complete 2008 Concord Hospital Annual Report visit [www.concordhospital.org](http://www.concordhospital.org)

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## Affiliations and Accreditations

### Concord Ambulatory Surgery Center

CH Medical Offices at Horseshoe Pond, One Corporate Center,  
60 Commercial Street, Suite 301, Concord, NH 03301  
(603) 415-9460

**LICENSED BY:**

New Hampshire Department of Health and Human Services  
Division of Public Health Services

**ACCREDITED BY:**

American Association for Ambulatory Health Care, Inc.  
Centers for Medicare and Medicaid Services

### Concord Endoscopy Center

CH Medical Offices at Horseshoe Pond, One Corporate Center,  
60 Commercial Street, Suite 201, Concord, NH 03301  
(603) 415-9450

**LICENSED BY:**

New Hampshire Department of Health and Human Services  
Division of Public Health Services

### Concord Eye Surgery Center

246 Pleasant Street, Concord, NH 03301 (603) 224-6503

**ACCREDITED BY:**

American Association for Ambulatory Health Care, Inc.  
Centers for Medicare and Medicaid Services

**LICENSED BY:**

New Hampshire Department of Health and Human Services  
Division of Public Health Services

### Concord Hospital

250 Pleasant Street, Concord, NH 03301 (603) 225-2711

**ACCREDITED BY:**

Accreditation Council for Graduate Medical Education  
American Association of Blood Banks  
American College of Radiologists  
(CT, Mammography, MRI, Nuclear Medicine, PET)  
American Medical Association Council on Medical Education  
College of American Pathologists  
Centers for Medicare and Medicaid Services (Laboratory)  
International Commission for Accreditation of  
Vascular Laboratories  
The Joint Commission  
Commission on Accreditation of Allied Health Education Programs  
New Hampshire Medical Society on Education  
American Academy of Sleep Medicine

**APPROVED BY:**

American College of Surgeons – The Commission on Cancer  
Department of Health and Human Services (Social Security  
Administration – Medicare)

New Hampshire Office of Emergency Management  
New Hampshire Bureau of Family & Community Health

**DESIGNATED AS:**

Trauma Center (Level II) (Emergency Medical Services Council Region IV)

**LICENSED BY:**

Drug Enforcement Agency  
Food and Drug Administration  
New Hampshire Board of Pharmacy  
New Hampshire Bureau of Child Care  
New Hampshire Bureau of Radiologic Health  
New Hampshire Department of Health and Human Services  
Division of Public Health Services  
Public Health Clinic Pharmacy

**AFFILIATIONS:**

American Hospital Association  
Association of Community Cancer Centers  
New England Life Care  
New Hampshire Hospital Association  
New Hampshire Imaging Services, Inc.  
VHA – New England, part of VHA, Inc.

It is the established policy of Concord Hospital to provide services on the sole basis of the medical necessity of such services as determined by the medical staff without reference to race, color, ethnic origin, sexual orientation, marital status, creed, age, sex, disability or inability to pay for such services.

### Concord Imaging Center

248 Pleasant Street, Concord, New Hampshire 03301  
(603) 225-0425

CH Medical Offices at Horseshoe Pond, One Corporate Center  
60 Commercial Street, Suite 101, Concord, NH 03301  
(603) 415-9444

**ACCREDITED BY:**

American College of Radiology (Mammography, Ultrasound, CT, MRI)

**APPROVED BY:**

Department of Health and Human Services (Social Security  
Administration – Medicare)

**CERTIFIED BY:**

Food and Drug Administration (Certified Mammography Facility)

### Orthopaedic Surgery Center

264 Pleasant Street, Concord, NH 03301 (603) 224-3368

**LICENSED BY:**

New Hampshire Department of Health and Human Services  
Division of Public Health Services