

*Partnering to  
improve health  
for **all**...*



Foundation for  
Healthy Communities



# Executive Director's Message

2020 will of course be remembered as an extraordinary year, as the world grappled with the COVID-19 pandemic. The programs at the Foundation for Healthy Communities continued to serve our partners and their emerging needs in the face of the public health emergency, especially our Granite State Health Care Coalition who played a critical role in supporting the state in its response to the pandemic.

While we all worked differently in 2020, the dedication to partnership and innovative response remained hallmarks of our efforts. In the first year of our strategic plan, the Board of Trustees continued the work to refine our focus and completed an updating of our Mission.

Our commitment to improving health and health care for all continues under this new Mission Statement: ***To build healthier communities for all by leading partnerships, fostering collaboration, and creating innovative solutions to advance health and health care.***

Yours in partnership,



Peter Ames  
Executive Director





# Vision

---

*Residents of New Hampshire achieve their highest potential for health and well-being in the communities where they live, work, learn, and play.*

## Objectives

---

### *High Value Quality*

Improve health by promoting innovative, high value quality practices within organizations and communities.

### *Healthier Communities*

Lead change strategies that educate, create and sustain healthier communities and make the healthy choice the easy choice.

### *Access*

Work to promote access to affordable health care and resources that support the well-being of all.

## Values

---

*Respect • Innovation • Integrity  
Engagement • Excellence • Equity  
Continuous Learning*

## Mission

---

*To build healthier communities for all by leading partnerships, fostering collaboration, and creating innovative solutions to advance health and health care.*



## Officers / Executive Committee

### Chair

Kris Hering, RN, Chief Nursing Officer  
Speare Memorial Hospital

### Vice Chair

Jay Couture, Executive Director  
Seacoast Mental Health Center

### Immediate Past Chair

Helen Taft, former Executive Director  
Families First, Portsmouth

### *ex officio*

Peter Ames, Executive Director  
Foundation for Healthy Communities

### Secretary / Treasurer

Steve Ahnen, President  
New Hampshire Hospital Association

---

## Board of Trustees

**George Blike, MD, Chief Quality & Value Officer**  
Dartmouth-Hitchcock, Lebanon

**Scott Colby, President**  
Upper Connecticut Valley Hospital, Colebrook

**Lauren Collins-Cline, Director, Marketing & PR**  
Catholic Medical Center, Manchester

**Jim Culhane, President & CEO**  
Lake Sunapee VNA, Sunapee

**Mike Decelle, Dean**  
University of New Hampshire, Manchester

**Mary DeVeau, RN, Senior Consultant**  
Helms & Company, Concord

**Fuad Khan, MD, Director, Behavioral Health**  
Wentworth-Douglass Hospital, Dover

**Susan Mooney, MD, President & CEO**  
Alice Peck Day Memorial Hospital, Lebanon

**Betsy Rhyhart, Vice President, Population Health**  
Concord Hospital, Concord

**Jeff Scionti, President & Chief Executive Officer**  
Frisbie Memorial Hospital, Rochester

**Susan Walsh, Strategic Business Lead, NH**  
Harvard Pilgrim Health Care, Manchester

**Andrew Watt, MD, Chief Information Officer**  
Southern New Hampshire Medical Center, Nashua

**Keith Weston, Jr., MD, Associate Medical Director**  
Anthem BCBS, Manchester



# *Partnering to improve health for all.*

Through our wide array of programs and initiatives across the care continuum, we pride ourselves on collaborating with a diverse group of partners around the common goal of improving health by addressing the needs of New Hampshire residents and communities.

## **BEHAVIORAL HEALTH CLINICAL LEARNING COLLABORATIVE**

Support emergency department and community mental health center staff in the immediate evaluation, management and treatment of patients with behavioral health emergencies.

## **GRANITE STATE HEALTH CARE COALITION**

Provide the opportunity for providers, healthcare and community stakeholders to plan, prepare and train for catastrophic events through collaboration essential to integrated disaster response.

## **HEALTHCARE DECISIONS**

Provide tools and resources on advance directives and health care decisions for providers, as well as individuals and their families.

## **FORE GRANT PROJECT**

Address existing gaps in addiction treatment for hospital inpatient populations and serve a critical need including people living with or who are in recovery from a substance use disorder in the design, implementation and evaluation of treatment programs, processes and other services.

## **NH PARTNERSHIP FOR PATIENTS**

Engage health care providers and patients to improve quality of care, reduce harm and decrease preventable admissions.

## **PATIENT & FAMILY ENGAGEMENT**

Facilitate partnerships between hospitals, patients and communities to build patient and family-centered health systems through quality improvement efforts and patient safety initiatives.

## **POPULATION HEALTH**

Improve the health and well-being of NH residents by fostering connections between health care, public health and the social determinants of health while advancing health equity.

## **RURAL QUALITY IMPROVEMENT NETWORK**

Support Critical Access Hospital resources dedicated to clinical quality and patient safety, financial and operational improvement, and regulatory compliance.

## **SUBSTANCE USE DISORDER TREATMENT PROJECT**

Partner with NH hospitals to increase access to treatment for patients with opioid substance use disorders.



# Responding to the COVID-19 Pandemic

Throughout 2020, the **Granite State Health Care Coalition (GSHCC)** continued to evolve along with the COVID-19 pandemic and partners across the healthcare continuum, shifting from monitoring to sustained response operations and recovery planning. Serving as a direct support agency to ESF 6-Mass Care and Housing and ESF 8-Health and Medical at the State Emergency Operations Center, the Coalition continues to support the state's response to the COVID-19 pandemic through a variety of activities, including:

- 
- supporting the process of requests for personal protective equipment and other supplies from state and federal resources
  - implementing and supporting a first responder and healthcare worker emergency housing program
  - administering **Juware**, the statewide healthcare information management system
  - serving as a liaison to state and federal partners on data reporting compliance for hospitals and long-term care agencies
  - monitoring and responding to data and information requests and providing daily technical assistance to partners
  - supporting immunization planning coordination efforts between the NH Vaccine Operations Section and the public health networks and other healthcare partners
  - developed a Mid-Event After Action Review to identify issues and strengths throughout the pandemic response that can be quickly addressed and built upon for future response and recovery efforts
  - enhanced decontamination capabilities for EMS, long-term care and public health through the purchase of electrostatic sprayers
  - increased access to respiratory protection through the purchase of additional PAPR and CAPR systems for hospitals
  - facilitated equipment purchases to refurbish ventilators





**\$12.9M**

in savings representing a 42.6% reduction in denied claims in 8 out of 11 participating Critical Access Hospitals



**99**

cases reviewed by 24 external physicians through the Peer Review Network

### Supporting Rural Health Care Providers

Working with the state's Critical Access Hospitals (CAHs), the **Rural Health Quality Improvement Network (R-QIN)** engaged in efforts to enhance access to care, financial viability, patient safety and continuous improvement in the quality of patient care services in the rural areas of the state to better meet the needs of our state's most vulnerable patient populations. In 2020, the R-QIN facilitated a denials management project, clinical documentation improvement training & revenue integrity trainings, conducted 99 Peer Case Reviews and provided technical assistance to 199 requests.

---

### Advancing Total Population Health

Fostering collaboration, building partnerships and identifying opportunities to create systems and environments that support and contribute to the health and well-being of all NH residents, the Foundation launched a Small Hospital Improvement Program (SHIP) Population Health Project with the state's Critical Access Hospitals (CAHs) in partnership with State of NH DPHS Rural Health and Primary Care Section designed to reduce health disparities and improve the health of high-risk populations.



# Addressing Behavioral Health in New Hampshire

In collaboration with the New Hampshire Hospital Association, community mental health centers and other key stakeholders, the Foundation continued its support of sustainable solutions to the behavioral health crisis devastating communities throughout the state. Over the last year, we continued our efforts to remove barriers to care and meet the demands of patients suffering mental health issues and substance use disorders through activities such as:

Expanding access to treatment for people with substance use disorders through the *Substance Use Disorder (SUD) Access to Treatment Project* by supporting **12 hospitals' Bridge to Treatment** programs that connected **1,783** SUD patients with community treatment, supports and services; and **12 hospitals' Medication Assisted Treatment (MAT)** services in 34 affiliated primary care practices that served **419** patients, and 7 hospitals providing **expanded inpatient treatment** that served **162** patients;

Creating a ***Suicide Screening & Intervention Toolkit*** to engage frontline Emergency Department and Community Mental Health Center staff in examining the management and treatment of patients with behavioral health emergencies using a standardized screening protocol;

Distributing an additional 50,000 Deterra drug deactivation pouches in partnership with the **Rx Abuse Leadership Initiative** as part of the statewide **Opioid Disposal Education Campaign** while focusing on community education, safe prescribing practices to help promote **Zero Left in the Medicine Cabinet**;

Launching a **Trauma-Informed Care (TIC) Pilot Project** with two hospital/community mental health center teams as an accelerated program to study and analyze TIC principles and design initiatives that improve safety and treatment outcomes within their ED settings.



# Improving Patient Safety & Quality of Care

Focused on implementing evidence-based, best practices that prevent harm and reduce health care costs, the Foundation for Healthy Communities continued its efforts to lead the way to a healthier New Hampshire by supporting hospitals in their efforts to improve patient safety and quality of care through the **Partnership for Patients Initiative**.

Along with other State Hospital Associations, the Foundation joined The Healthcare Association of New York State as a member of the **Eastern US Quality Improvement Collaborative (EQIC)**, a new program under CMS' Network of Quality Improvement and Innovation Contractors supporting healthcare delivery systems in implementing and designing initiatives that are person-centered and integrated across the healthcare continuum for Medicare beneficiaries, with a focus on rural and critical access hospitals.

The **Patient & Family Engagement Program** launched a State Patient and Family Advisory Council to assist hospitals in their efforts to build patient and family centered health care systems and developed COVID-19 Patient and Family Engagement Guides to better support both patients and families, as well as frontline health care employees, as the pandemic took its toll on their physical and mental well-being.

In addition, the **NH Health Care Quality & Safety Commission** continues to be a critical resource for hospitals statewide that promotes accountability, culture of safety and the sharing of best practices and prevention strategies.

The Partnership for Patients initiative has achieved **\$21.7 million in health care savings** for patients and insurers, **2,535 fewer patient harms** and **278 lives saved** since 2016.

The NH Partnership for Patients initiative, under the American Hospital Association / Health Research & Educational Trust's (HRET) *Hospital Improvement Innovation Network (HIIN)*, was funded by CMS as part of a broader effort to transform the healthcare system into one that works better for patients.



# 2020 Statewide Community Benefit Report

## 2018 Overview of Hospital Activities

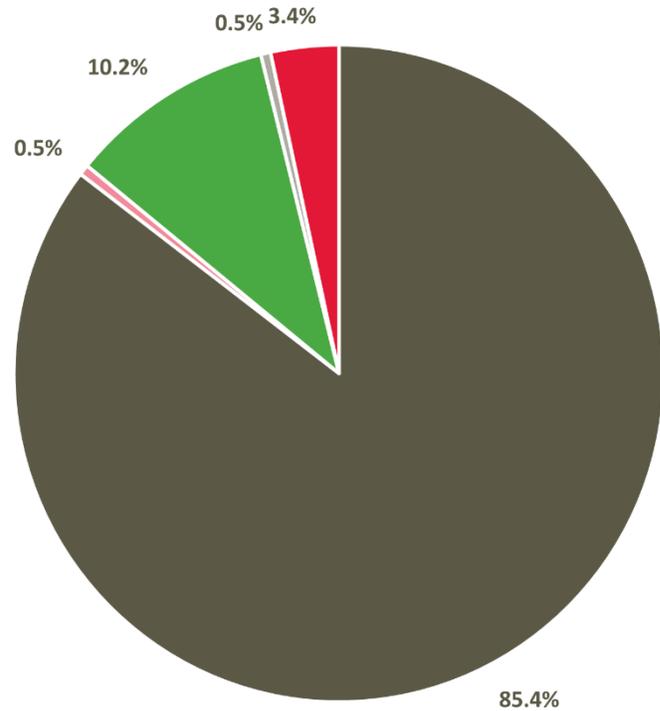
New Hampshire hospitals go beyond their mission of delivering high quality, affordable health care by collaborating with community partners to collectively address the issues most important to improving the health and well-being of their communities.

With a focus on total population health, hospitals are expanding their community benefit strategies and aligning their charitable investments with broader community health initiatives so that they can better meet the needs of their patients, both inside the hospital and beyond the walls of their institutions.

The **2020 Community Benefit Report** showed that New Hampshire's non-profit community hospitals provided more than **\$496.7 million** in total community benefits, experienced more than **\$262.7 million** in unreimbursed Medicaid costs and provided more than **\$304 million** in financial assistance to access care in 2018.

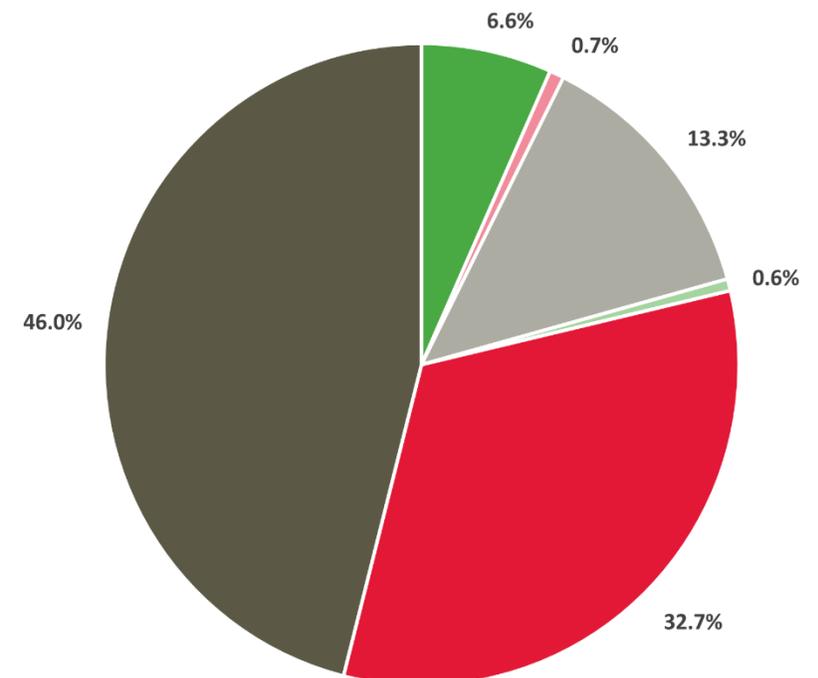


## 2020 Income \$4.53M



- Grants & Contracts
- Health Plans & Other Partners
- Hospitals
- Meetings
- Other

## 2020 Expenses \$4.49M



- Initiatives & Projects
- Meetings
- Office & Operations
- Other
- Salary & Benefit
- Sub-Recipients



# Program Staff

**Peter Ames, MPH**  
Executive Director

**Anne Diefendorf, MS, RDN, LD**  
Associate Executive Director  
Vice President, Quality & Patient Safety

**Dan Andrus, MS, MPA**  
Director, SUD Treatment Project

**George Devoid**  
Grants Accountant

**Nancy Fennell**  
Director, Behavioral Health Clinical Learning  
Collaborative

**Brian Kugel**  
Coordinator, Healthcare Decisions

**Caroline Lavoie**  
Director, Health Information & Data Analytics

**Linda Levesque**  
Director, Finance

**Shaylin Lipman**  
Coordinator, Granite State Health Care Coalition

**Tanya Lord, PhD, MPH**  
Director, Patient & Family Engagement

**Carrie McFadden, MPH**  
Coordinator, FORE Grant Pro

**Scott Nichols, MBA**  
Director, Granite State Health Care Coalition

**Vanessa Stafford, MBA**  
Vice President, Communications

**Chelsea St. George**  
Exercise & Training Officer, Granite State Health  
Care Coalition

**Greg Vasse, MBA**  
Director, Rural Quality Improvement Network

**Beth Gustafson Wheeler, MS**  
Director, Population Health





# Foundation *for* Healthy Communities

---



[www.facebook.com/FHCNH/](http://www.facebook.com/FHCNH/)



@healthynh



Foundation for Healthy Communities

125 Airport Road, Concord, New Hampshire 03301  
(603) 225-0900      [www.healthynh.org](http://www.healthynh.org)