

2017 ANNUAL REPORT

*Partnering to improve
health for all...*

Foundation for
Healthy Communities



Annual Report 2017

Executive Director's Message

Since I have engaged with the Foundation for Healthy Communities staff, partners and Board of Trustees as the Executive Director, I have been continually impressed by the power of partnership that lives within our many collaborations. So much of our impact in health and health care comes from not only knowing what to do, but in learning how to work with those who can facilitate change.

The Foundation provides a critical platform in New Hampshire to create the space for thoughtful discussion, learning, and strategic action to make a difference. I have a profound appreciation for the support that our many partners and friends have provided throughout the history of the Foundation, and look forward to finding ways in which the Foundation can play a vital role in supporting organizations, professionals, and groups in achieving their goals as we work together to improve health. On behalf of the board and our staff, I thank you for your commitment and dedication to improving the lives of people in New Hampshire where they live, work and play.

Yours in partnership,



Peter Ames
Executive Director



*We believe that everyone
has a right to better health
no matter who you are
or where you live.*



Foundation for
Healthy Communities

Vision

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

Mission

Improve health and health care in communities through partnerships that engage individuals and organizations.

Values

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

Objectives

High Value Quality

Improve health by promoting innovation, 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 people.



Our History

The Foundation for Healthy Communities (FHC) is a non-profit organization that works statewide to improve health and health care through innovative partnerships with both individuals and organizations. Founded in 1968 as an education and research organization for the New Hampshire Hospital Association (NHHA), the Foundation was reorganized in 1995 to meet the needs of a changing health care system.

Today, the Foundation is a partnership between New Hampshire hospitals, health plans, home care agencies, community organizations and other health care stakeholders focusing on quality of care, access to health services, and prevention as the major priorities of work in alignment of our mission to improve total population health for all communities.

Our Work

The Foundation for Healthy Communities strives to improve total population health by promoting innovative, high value quality practices within organizations and communities; lead change strategies that educate, create and sustain healthier communities and make the healthy choice the easy choice; and promote access to affordable health care and resources that support the well-being of all people.

To promote a healthier state, we have focused our efforts on health prevention and education, access to affordable health care as well as insurance coverage, patient safety and quality improvement initiatives, patient and family engagement strategies, health equity and health disparities of care, emergency preparedness and response, behavioral health and the opioid crisis, among other health care priorities.

Through our wide array of programs and initiatives across the care continuum, we pride ourselves on the reputation we have built as a convener of diverse partners around the common goal of improving health, empowering people and organizations with the tools and strategies to effectively improve health and address the needs of New Hampshire and its communities.

Partnering to improve health for all.

2017 Highlights

Advance Directives & Healthcare Decisions

The Foundation for Healthy Communities has served as the leading resource for advance care and end of life care planning for patients and their families, medical providers, hospitals and health systems throughout the state since 1998. Working with the NH Healthcare Decisions Coalition, a volunteer steering committee comprised of experts and key stakeholders in both the legal and health care arenas, the Foundation develops and promotes the use of tools to express patient choice in determining care, such as Advance Directives, Provider Orders for Life Sustaining Treatment (POLST), Portable Do Not Resuscitate (P-DNR) and Medical Surrogacy. These tools are used statewide to help create a process that identifies and communicates patient medical treatment wishes through portable medical orders that are honored across all care settings, as well as train health care providers in best practices to improve the quality of care for patients, create better care transitions and reduce preventable hospital re-admissions.

New Hampshire's POLST Program Receives National Designation

*New Hampshire's POLST Program was recently recognized by The National POLST Paradigm Task Force (NPPTF) as a nationally endorsed state POLST Program. This national endorsement is **given to only one entity per state** that has met the requirements, standards and fundamental principles of the National POLST Paradigm.*

NH Comprehensive Cancer Collaboration

Since 2005, the NH Comprehensive Cancer Collaboration (NHCCC) has leveraged its statewide partnership of individuals and organizations to foster communities and systems that support and reinforce healthy lifestyles; prevent and detect cancer at its earliest stage; and optimize the quality of life for those affected by cancer. Working together to eliminate cancer, the leading cause of death in New Hampshire, NHCCC developed the New Hampshire Comprehensive Cancer Control Plan 2015-2020 to achieve its goals by taking a population-based approach to reduce cancer using evidence based policy, systems, and environmental change strategies whenever possible, with a focus on health equity and reducing disparities.

EMERGING ISSUES BRIEF



Leading New Hampshire in the Fight Against Cancer

The NH Comprehensive Cancer Collaboration produced four Emerging Issues Briefs that highlight evidence-based research and resources for health care providers across the continuum to help address the needs of their patients.

The HPV Vaccine

Ardis Olson, MD
Professor of Pediatrics and Community & Family Medicine, Geisel School of Medicine at Dartmouth; Investigator, Cancer Control Research Program, Norris Cotton Cancer Center

Jenna Schiffelbein, MPH, CHES
Director of Community Prevention and Education, Norris Cotton Cancer Center



2017 Highlights

New Hampshire Health & Equity Partnership

Since 2010, the NH Health & Equity Partnership (NHH&EP) has strived to ensure that everyone in New Hampshire has a fair opportunity to live a long, healthy life. NHH&EP works together to increase the success and effectiveness of public and private initiatives that work to promote health and equity for racial, ethnic and linguistic minorities, and address the determinants of health through the collaboration of partners, leaders and stakeholders committed to action within New Hampshire.

Working with partners throughout the state, NHH&EP addressed health disparities and promoted health equity by offering cultural effectiveness trainings for organizational leadership; comparing the collection of Race, Ethnicity and Language data within hospitals against 2010 benchmark data; and assessing the impact of diversity within the workplace in a variety of sections to ensure that all communities have equal opportunity for health and equity.



*The NH Health & Equity Partnership:
Opening Pathways to Health in New Hampshire*



Serving as a Vital Link to Care for NH Residents

Since the program began in January 2001, we have provided over **1.13 MILLION** prescriptions valued at **\$185.3 MILLION** for **612,000+** individuals throughout New Hampshire.

NH Medication Bridge Program

The NH Medication Bridge Program is a partnership of organizations in the state that helps eligible uninsured and underinsured patients obtain the medications they need directly from the pharmaceutical companies through their Patient Assistance Programs.

Working with 31 sites across New Hampshire, the NH Medication Bridge Program serves as the leading resource of information on the programs available to NH residents that provide assistance with prescription medications. Since the advent of Medicare Part D and the large retail generic drug market, our Medication Bridge sites have become vital links in assisting low-income families to sort through the various complex resources for prescription assistance.

Since the program began in January 2001, we have provided over 1.13 million prescriptions valued at \$185.3 million for over 612,000+ individuals throughout New Hampshire.



2017 Highlights

Opioid Use Disorder Treatment Project

To support New Hampshire hospitals rising to the challenge of expanding access to treatment for people with Opioid Use Disorders (OUD), the Foundation launched the Opioid Use Disorder (OUD) Access to Treatment Project. Funded by a grant from the NH Department of Health and Human Services Bureau of Drug and Alcohol Services through June 2019, the OUD Project is part of a statewide effort to reduce substance misuse and increasing the opportunity for residents of New Hampshire to achieve health and contribute their full potential to their communities.

We work with hospitals throughout New Hampshire to implement two programs:

➤ **Bridge to Treatment** which strives to grow emergency department resources and protocols for addressing harm reduction and connecting OUD patients with community treatment, supports, and services.

➤ **MAT Development** which increases the availability of Medication Assisted Treatment (MAT) in hospital-affiliated primary care systems. In addition to increasing accessibility of the services, embedding MAT in primary care will normalize the care, helping to overcome stigma.

Turning the Tide

In 2017, **13** hospitals implemented these programs to respond to this public health crisis facing NH residents and their families.

Patient & Family Engagement

Health care is moving towards a true partnership with patients, their families and communities to improve patient safety, quality and the patient experience. The Patient and Family Engagement (PFE) initiative strives to enhance these partnerships in New Hampshire by providing guidance, tools and resources to successfully engage patients and their families during the clinical encounter, and inviting them to serve as advisors within health care to improve health, health care and health equity.

Collaborative patient and family engagement is a strategy to build a patient and family centered health care system, where patients and families are empowered to serve as essential members of the health care team. The Foundation works with hospitals to identify meaningful opportunities for patients and families to serve as partners in quality improvement efforts, patient safety initiatives and overall health care design.

In 2017, the Patient & Family Engagement initiative received funding from the Endowment for Health to engage community health care organizations outside of acute care hospitals in patient and family engagement strategies to improve care across the continuum and create a curriculum that advises hospitals, health systems and community organizations on effective patient and family engagement strategies.



Improving the Quality of Patient Care in New Hampshire

In New Hampshire, every acute care hospital has a Patient and Family Advisory Council (PFAC), utilizes Patient and Family Advisors or engages in other Patient and Family Engagement strategies to improve patient care and the patient experience.



2017 Highlights

Addressing the Needs of Our Most Vulnerable Patients

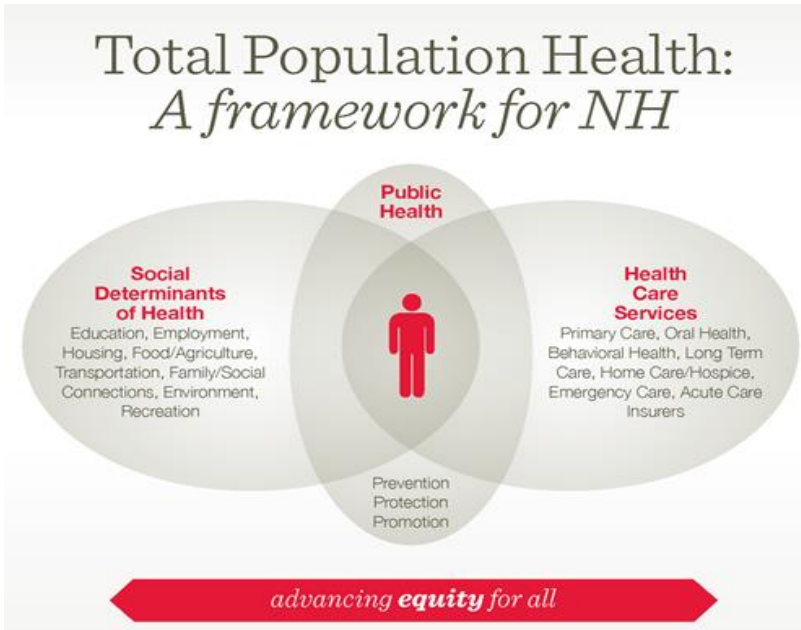
The Rural Health Quality Improvement Network (R-QIN) is the arm of the Foundation that supports New Hampshire's Critical Access Hospitals (CAHs) in their efforts to address access to care, financial viability, patient safety and continuous improvement in the quality of patient care services in the rural and medically underserved areas of the state. In addition, the R-QIN works closely with, and provides administrative support to, the State's Rural Health Coalition, which offers critical access hospital executive leadership a framework under which they can share best practices around health care delivery in rural areas, collaborate on patient safety and quality initiatives, and engage with state leaders to ensure an understanding of rural health policy and the healthcare needs for our state's most vulnerable patient populations.

Promoting Best Practices & Safer Care

In 2017, the R-QIN established the *New Hampshire Peer Review Network* designed to support the quality assurance activities and peer review functions by engaging in procedures that facilitate and coordinate the peer review of cases.

Inspiring Total Population Health

Launched in 2017 as a cornerstone of the Foundation's vision to help residents achieve their highest potential for health and well-being, the Total Population Health initiative strives to achieve that vision by fostering connections between health care, public health, and the social determinants of health while advancing health equity. By engaging in collaborations, building partnerships, and identifying the opportunities that leverage skills, resources and expertise of our partners, we can help create systems and environments that support and contribute to the health and well-being of our communities.



2017 Highlights

Improving Quality & Patient Safety in New Hampshire

On behalf of their patients, families and communities, New Hampshire hospitals have worked to become leaders in engaging in collaborative practices to achieve the highest level of patient safety and quality care. With guidance and support from the Foundation for Healthy Communities, these efforts continue today under the *Partnership for Patients* initiative. Hospitals throughout the state are working together to improve the safety and quality of patient care by implementing evidence-based, best practices and exploring new, innovative ways to prevent harm, reduce health care costs and improve patient and staff safety.

NH Partnership for Patients

Since 2011, all **26 hospitals in New Hampshire**, along with **2 hospitals in Vermont**, have voluntarily participated in efforts to make care safer and more reliable for the patients and communities they serve through the FHC Partnership for Patients Initiative. Funded through the American Hospital Association's Health Research & Educational Trust (HRET) as part of the Hospital Improvement Innovation Network (HIIN), the partnership focuses on making hospital care safer, more reliable and less costly, and promotes quality improvement strengths through a variety of best practices, collaboratives and resources to reduce 11 areas of harm and hospital readmissions, and improve care transitions across the continuum of care.

NH Health Care Quality Assurance Commission

Established in 2005, the NH Health Care Quality Assurance Commission enables health care providers to share information about adverse outcomes and prevention strategies in a safe, learning environment that fosters candor and self-critical analysis. Administered by the Foundation, the Commission strives to improve quality of care for patients by implementing high reliability, cultures of safety and sustainable improvement through the statewide adoption of consensus-based patient safety initiatives, the commitment to accountability through data collection and reporting, and the sharing of evidence-based best practices.



Building a Healthier New Hampshire

Since 2011, New Hampshire hospitals have prevented 5,209 patient harm events, resulting in \$42.4 million in health care costs savings for patients, insurers and the health care system under the NH Partnership for Patients initiative.



2017 Annual Report

Our Publications

Barriers to People Receiving the Right Care

Each year, the Foundation for Healthy Communities conducts a survey that identifies hospital patients who were medically cleared to be discharged from the hospital but were unable to do so. Over a 3 month period (January 1, 2017 – March 31, 2017), this report identified **421 patients** who were medically cleared for hospital discharge but were unable to do so, representing a total of **5,794 additional patient days** while no longer needing services, and therefore approximately **\$17.1 million in unnecessary health care costs** for which hospitals are not reimbursed.

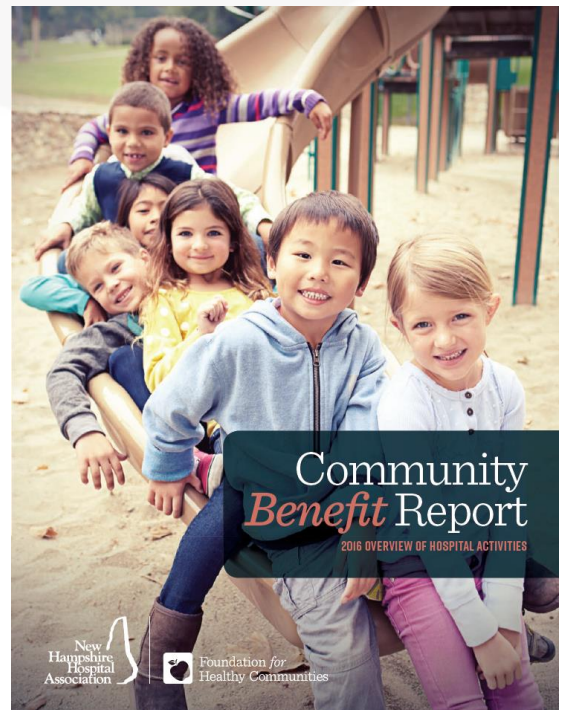
The **top 5 barriers to discharge** were the patient's inability to access an available skilled nursing home bed; other health / behavioral / psychiatric care needed; waiting for a Medicaid determination; ongoing care needs for Dementia / Alzheimer's; and history of IV drug use. Given that this study only reflects a three month period, the total number of people experiencing barriers to discharge and total unnecessary health care costs being accrued by New Hampshire hospitals is likely to be much higher.

Statewide Community Benefit 2016 Overview of Hospital Activities

Every day, New Hampshire hospitals go above and beyond their mission of delivering high quality, affordable health care to their patients. As the health care delivery system changes to a model that focuses on population health, hospitals are expanding their community benefit strategies to address the social determinants of health and investing in 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.

To their communities, the Blue and White H promises health, healing and hope when it's needed most, and New Hampshire hospitals remain committed to caring for their communities and ensuring access to quality, compassionate care.

The 2016 Community Benefit Report Showed that New Hampshire's non-profit community hospitals provided **\$540.2 million** in total community benefits, including more than **\$319.6 million** in unreimbursed Medicaid costs and **\$57.7 million** in charity care.



2017 Awards of Achievement



Innovator's Award

Shawn LaFrance

*Vice President, Population Health
Cheshire Medical Center*



Clint Jones Nursing Award

*Ashley Brandes, RN
Elliot Health System*

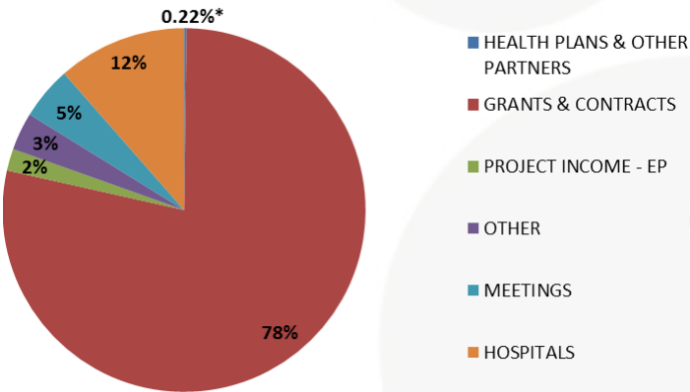


***Noah Lord Patient & Family
Engagement Award***
Concord Hospital, Concord



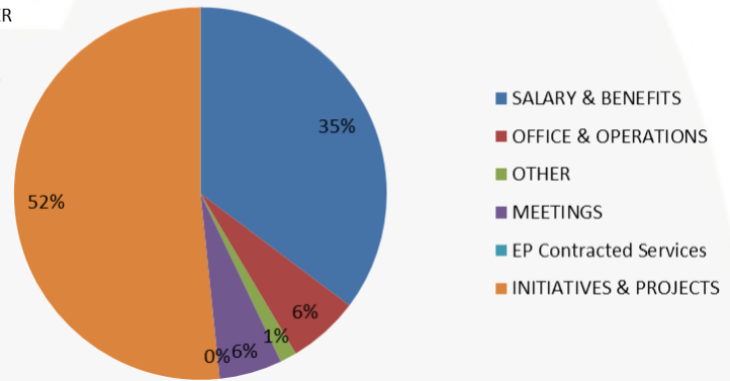
2017 Financials

2017 Income - \$3.51M



*In 2017, income from Health Plans & Other Partners was 0.22%

2017 Expenses - \$3.52M



Program Staff

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