2026

Community *Benefit* Report

OVERVIEW OF HOSPITAL CHARITABLE ACTIVITIES



New Hampshire Hospital Association

Foundation *for* Healthy Communities

“The most important thing a captain can do is to see the ship through the eyes of the crew.”

—Captain D. Michael Abrashoff

As anchor institutions in their communities, hospitals have an important role to play in helping communities navigate some of their most pressing challenges. They are trusted resources when we are sick, need care, or want assurance that we have the tools and support to manage complex health conditions-and their role extends to where we live, learn, work and play, too.

Hospitals are integral partners woven into the fabric of their communities. As part of their commitment to population health, they work alongside community-based organizations to engage those they serve to better understand community assets and strengths, gaps and challenges, and which community investments will bring about lasting, meaningful impact.

As a result, hospitals are addressing many of New Hampshire’s most pressing health challenges which you will see highlighted in this report. In addition to providing high-quality care regardless of a person’s ability to pay, they subsidize essential health services to improve access to care, expand and support behavioral health services, advocate for and provide essential services for older adults, and build systems with community partners to strengthen the conditions that allow individuals and families to thrive.

The last handful of pages of this report outline how this work plays out in NH communities. This year we highlight hospital community partnerships and investments that extend well beyond medical care and address priority needs identified by communities through community health needs assessments conducted by NH’s hospitals every three years.

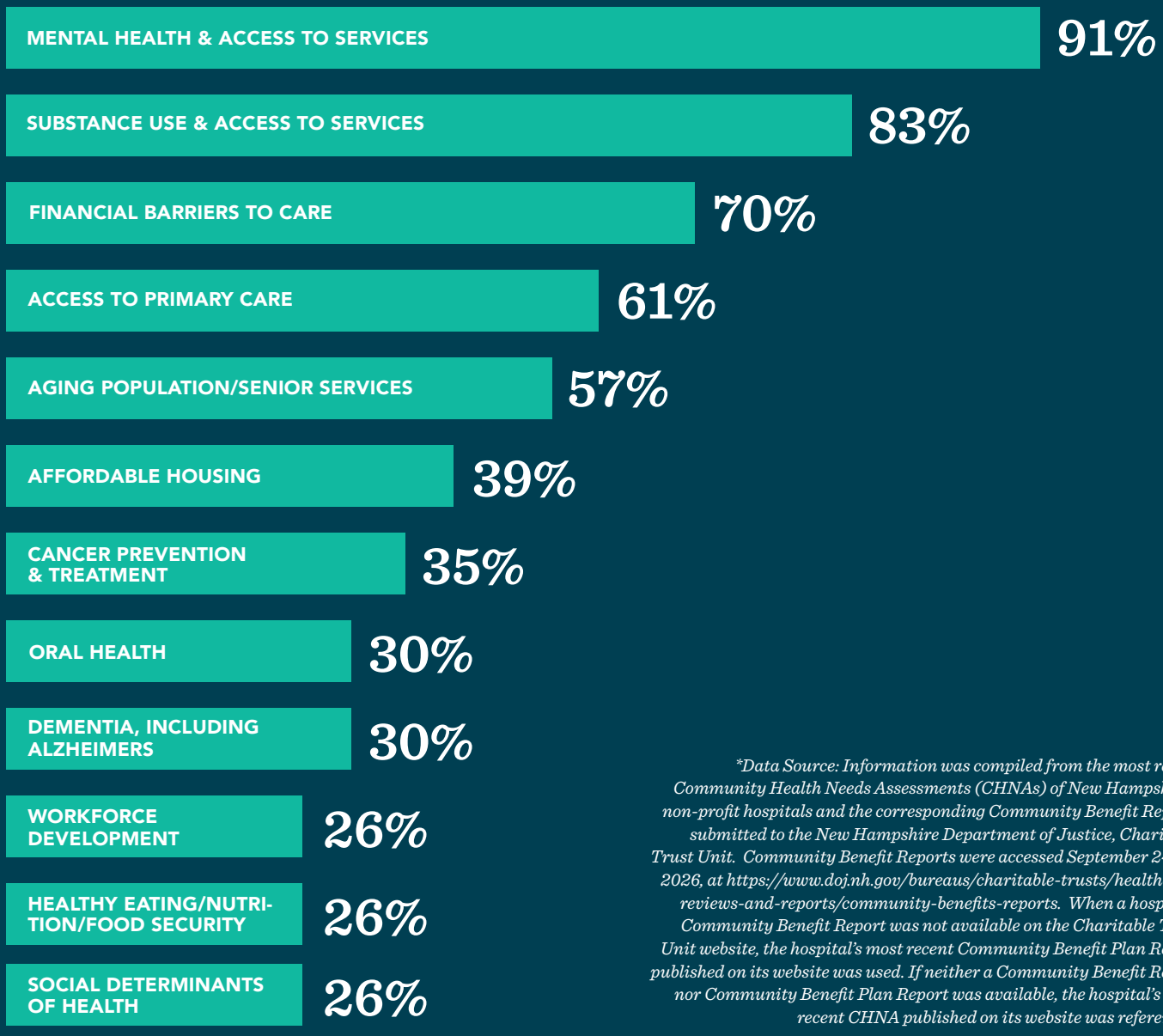
Together, these collaborations demonstrate what is possible when hospitals and communities bring their resources, knowledge, and strengths together. By listening to the people and organizations closest to the issues, hospitals can help support solutions that build resilience, strengthen communities, and create healthier places for everyone.

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.

Priority Community Needs of NH Communities

Every three years, New Hampshire's non-profit hospitals are required to complete a community health needs assessment to identify the most pressing health needs facing their communities. The priority needs identified through this process guide the hospitals in determining which charitable, programmatic and community investments will have the most impact on improving the health of their communities. These activities and investments are then implemented through their community benefit implementation plans.

Top 12 Priority Community Needs Identified By NH Non-Profit Hospitals*

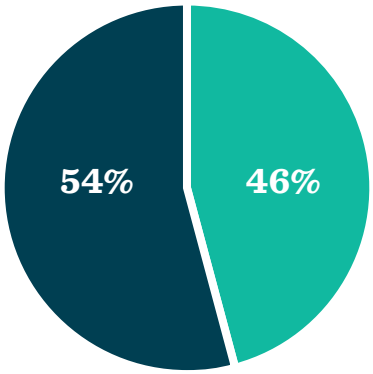


**Data Source: Information was compiled from the most recent Community Health Needs Assessments (CHNAs) of New Hampshire's non-profit hospitals and the corresponding Community Benefit Reports submitted to the New Hampshire Department of Justice, Charitable Trust Unit. Community Benefit Reports were accessed September 24-29, 2026, at https://www.doj.nh.gov/bureaus/charitable-trusts/healthcare-reviews-and-reports/community-benefits-reports. When a hospital's Community Benefit Report was not available on the Charitable Trust Unit website, the hospital's most recent Community Benefit Plan Report published on its website was used. If neither a Community Benefit Report nor Community Benefit Plan Report was available, the hospital's most recent CHNA published on its website was referenced.*

Total Community Benefit Investments:

$781,540,376*

$425,228,178
Financial Access to Care



$356,312,198
Other Community Benefits**

Caring for *All* Patients

New Hampshire hospitals and health systems are committed to providing high-quality, cost-effective care for all patients, regardless of ability to pay. The data below demonstrate the amount of uncompensated care New Hampshire hospitals and health systems provided in Fiscal Year (FY) 2024. As shown in the pie chart above, Financial Access to Care includes uncompensated care from unpaid Medicaid costs as well as the cost for providing free or discounted health services.

$369.8 Million
Medicaid (at cost)
The unpaid costs of public programs for those with low incomes or disabilities.

$55.5 Million
Financial Assistance (at cost)
The cost of providing free or discounted health services for individuals who cannot afford to pay for their care and qualify for financial assistance.

** Data reflects FY 2024 community benefit financial information reported to the IRS on Form 990, Schedule H.*

***Other community benefits include, but are not limited to, expenditures related to mobile medical vans; community health improvement efforts; cash grants to community agencies for work that supports community health; scholarships for health careers; health screenings; subsidized health services; research; etc.*

Promoting *Healthy* Communities

Hospitals and health systems invest in the communities they serve in many other ways including initiatives designed to improve population health and access to health care. As shown in the chart on page 4, hospitals invested $356.3 million in "Other Community Benefits," supporting a diverse range of services and programs.



$16.2 Million

Community Health Improvement Services

Health screenings, immunizations, health education programs, self-help programs and support groups, transportation to improve access for low-income persons to health care, etc.



$56.5 Million

Health Professions Education

Investments in the health care workforce including professional development and skill building.



$245.1 Million

Subsidized Health Services

Patient care programs provided despite financial loss because they meet a community need. Examples of subsidized services include mental health, substance abuse programs, satellite clinics designed to serve low-income communities and home health programs.



$8.6 Million

Cash and In-Kind Contributions

Cash and in-kind services donated to support programs of community-based organizations that meet an identified community need



$29.9 Million

Research

Hospitals and health systems conducting studies to improve the health of populations.

By the Numbers

5 Year Trends: 2020-2024

↑32%

The Total Overall Value of Community Benefits Provided by NH Hospitals and Health Systems Increased by 32% or $187,309,829

{ $594,230,547 ⟶ $781,540,376 }

↑7%

Total Investments by NH Hospitals and Health Systems in Financial Access to Care Increased by 7% or 26,943,408

{ $398,284,770 ⟶ $425,228,178 }

↑82%

Total Other Benefits Invested by NH Hospitals and Health Systems Increased by 82% or $160,366,421

{ $195,945,777 ⟶ $356,312,198 }

↑4%

Total Unreimbursed Medicaid Costs Increased by 4% or $15,800,521

{ $353,978,113 ⟶ $369,778,634 }

↑118%

Total Subsidized Services Increased by 118% or $132,504,028

{ $112,617,136 ⟶ $245,121,164 }

Southern New Hampshire Health

Combating the 400% Increase in Teen Driver Fatalities



SOUTHERN NEW HAMPSHIRE HEALTH, IN PARTNERSHIP WITH THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION (NHDOT), HOSTED **THINKFAST INTERACTIVE**, A NATIONALLY TOURING, EVIDENCE-INFORMED GAME SHOW-STYLE PREVENTION EDUCATIONAL PROGRAM DESIGNED TO TEACH NASHUA HIGH SCHOOL STUDENTS ABOUT THE DANGERS OF DISTRACTED DRIVING AND PROMOTE ROADWAY SAFETY.

The program engages teens with safety and prevention messaging in a fun, non-intrusive, and memorable way. This event comes at a time when New Hampshire teen motor vehicle fatalities rose by 400% in 2024 from the previous year.

Over two days, more than 1,600 sophomores and juniors from Nashua High School North and South participated in this immersive program. Using large digital screens, music, a DJ, and live host, students engaged in team-based trivia and real-time interactive responses, combining entertainment with life-saving education in a visually dynamic setting.

"As a not-for-profit health system, Southern New Hampshire Health understands that trauma care is about more than just medical treatment, it is about community trust, preparedness, and education," said Jennifer Marcotte, BSN, RN, CEN, TCRN, Southern NH Health Trauma Program Manager. "Trauma does not discriminate. The injuries we treat often stem from choices that could have been prevented. Educating teens through programs like this helps turn awareness into action, potentially saving lives."

"Distracted driving continues to be one of the most serious risks on our roadways, especially for young drivers," Mark Munroe, MPA, Highway Safety Program Manager, NH Department of Transportation. "Partnerships like these bring safety education to life in a way that connects with students to make safer decisions behind the wheel. Together, we can keep New Hampshire's roads safe for everyone."

"This partnership with Southern New Hampshire Health and the New Hampshire Department of Transportation brought an important learning opportunity to our schools," said Mario Andrade, Superintendent of the Nashua School District. "The program opened up our students' eyes to roadway safety in a way that was memorable and impactful, reinforcing lessons they can carry into their daily lives."

"Educating teens through programs like this helps turn awareness into action, potentially saving lives."

—Jennifer Marcotte

Southern New Hampshire Medical Center has been verified as an ACS Level III-N* Trauma Center by the American College of Surgeon's Committee on Trauma. Verification recognizes Southern New Hampshire Medical Center's commitment to providing optimal care to injured patients. Southern New Hampshire Medical Center is the first and only ACS Verified Level III trauma center with Neurosurgical capabilities in the State of New Hampshire.

1,600+ participated
in the immersive roadway safety program

Photo: Captain Patrick Nelson, Nashua Fire Department; Jen Marcotte, Southern NH Health System; Nick Audley, Nashua High School; Mark Munroe, NH Dept of Transportation Highway Safety; and Pasquale Giunta, NH Dept of Transportation Highway Safety.

Community members attending the baby shower, visiting area resources, which was held on April 2, 2026.



SPEARE Memorial Hospital

Community Baby Shower Connects Families with Vital Resources

ACCESS TO HEALTH CARE IN RURAL COMMUNITIES IS OFTEN LIMITED, AND MATERNAL HEALTH SERVICES AND RESOURCES CAN BE EVEN MORE DIFFICULT TO FIND.

Speare Memorial Hospital's Birthing Suite is one of the last Critical Access Hospital-operated maternal care programs in New Hampshire and the only maternity service provider in eastern Grafton County. With approximately 180 babies delivered each year, Speare remains committed to ensuring that local families have access to high-quality maternal and newborn care close to home.

Recognizing the importance of supporting families beyond delivery, Speare Memorial Hospital partnered with AmeriHealth Caritas New Hampshire to host its first Community Baby Shower. The event was offered free of charge to expectant parents, new families, and anyone interested in learning more about the resources available to support healthy pregnancies and early childhood development.

The Community Baby Shower welcomed more than 80 attendees, including expectant parents, families with newborns, grandparents, and other caregivers. Participants had the opportunity to connect with local organizations, learn about community services, meet Speare's OB/GYN and Pediatrics teams, and schedule tours of the Birthing Suite. The event was made possible through the generosity of numerous community partners and donors.

Participating community partners include AmeriHealth Caritas, Whole Village Family Resource Center, the Women, Infants and Children Program, Lakes Region Community Services, Lakes Region Visiting Nurses Association, Plymouth Pediatrics, and Speare's Pelvic Medicine program. Together, they provided families with resources, giveaways, and connections to valuable local services.

Thanks to generous donations, attendees received essential items including diapers, formula, and other baby care necessities. Plymouth Walmart further supported the event by donating brand-new baby and children's clothing, including pajamas for local families.

The success of the Community Baby Shower highlights the importance of collaboration in supporting growing families throughout the region.

Speare Memorial Hospital remains dedicated to preserving access to maternal care and strengthening community partnerships that help families thrive from pregnancy through early childhood.

80+ Expectant Mothers and Families

Participated in Speare's first Community Baby Shower, connecting with healthcare professionals and local family resources.

8 Local Vendors Volunteered or Donated

100% Positive Feedback

Monadnock
COMMUNITY HOSPITAL

HOPE SQUAD

"Hope Squad gives students the tools and confidence to look out for one another.

We're proud to stand behind ConVal as the first district in New Hampshire to bring this program to life, and grateful to partner with AmeriHealth Caritas New Hampshire to support the mental wellness of our young people."

—Rich Scheinblum, President and CEO of MCH

New Peer Support Program Brings Students Together Around Mental Health

FOR YOUNG PEOPLE IN NEW HAMPSHIRE, THE NEED FOR MEANINGFUL MENTAL HEALTH SUPPORT IS IMPOSSIBLE TO IGNORE. SUICIDE IS THE SECOND-LEADING CAUSE OF DEATH FOR PEOPLE AGES 10 TO 24 IN THE STATE, WHILE THE PERCENTAGE OF HIGH SCHOOL STUDENTS WHO REPORT SERIOUSLY CONSIDERING SUICIDE HAS INCREASED OVER THE PAST TWO DECADES. BEHIND THOSE STATISTICS ARE STUDENTS NAVIGATING ANXIETY, LONELINESS, DEPRESSION AND THE PRESSURES OF GROWING UP, OFTEN ALONGSIDE FRIENDS WHO MAY BE STRUGGLING QUIETLY.

Now, a new initiative at Contoocook Valley (ConVal) School District is putting students at the center of the solution.

Monadnock Community Hospital and AmeriHealth Caritas New Hampshire have partnered to bring Hope Squad to ConVal schools, giving students a peer-led way to recognize when a classmate may be struggling and connect that student with trusted adults and professional support. **Beginning in the fall of 2025, ConVal was the first school district in New Hampshire to introduce Hope Squad.**

The partnership also brings to life a commitment made by Monadnock Community Hospital in its 2025 Community Health Implementation Plan: to help establish a peer support group focused on suicide prevention for youth and young adults.

For the hospital, Hope Squad represents an opportunity to turn that commitment into action by creating a structured, sustainable approach to peer support within the school community.

Founded in 2004, Hope Squad is built around a simple idea: students are often among the first to notice when something has changed with a friend. Students elect peers to serve as Hope Squad members. Those students receive training and ongoing guidance from school staff who serve as certified Hope Squad Advisors. Their role isn't to act as counselors or solve a classmate's problems. Instead, they learn to recognize warning signs, encourage conversations and connect students who need help with trusted adults and appropriate resources.

That peer connection can be an important first step. For a teenager, approaching a counselor or other adult may feel intimidating. Talking with a friend may feel more natural.

Hope Squad helps students understand that they don't have to have all the answers. They simply need to notice, listen and help a friend find support.

Monadnock Community Hospital helped to fund the implementation of the program and continues to contribute to funding for ongoing training for ConVal advisors. AmeriHealth Caritas associates who are Hope Squad Master Trainers provide continued coaching and resources.

For Monadnock Community Hospital, the initiative reflects a broader commitment to the mental wellness of the community. By empowering students to look out for one another, ConVal's Hope Squad has the potential to make conversations about mental health more comfortable, reduce stigma and strengthen connections between students and the adults who can help.

Sometimes, changing the culture around mental health starts with a single conversation, and a friend willing to begin it.

Dartmouth Health



Members of the pop-up clinic planning team outside the June 2026 clinic.

Monthly Low Barrier Pop-Up Clinics

IN JULY OF 2024, A COLLABORATIVE EFFORT BEGAN TO ADDRESS SOME OF THE UNMET NEEDS OF UPPER VALLEY RESIDENTS WHO ARE CURRENTLY UNHOUSED AND HOUSING INSECURE AND FACE CHALLENGES ACCESSING HEALTH AND SOCIAL CARE SERVICES.

Representatives from several Upper Valley agencies and municipalities including The Haven, LISTEN, City of Lebanon, HIV/HCV Resource Center (H2RC), Community Nurse Connection, TLC Recovery Programs, WISE, Alice Peck Day Memorial Hospital, and Dartmouth Hitchcock Medical Center (DHMC) came together to form an ongoing partnership to host monthly, no cost pop-up clinics in community settings. With operational funding from DHMC's Office of Community Health, these organizations combine resources to offer clinics at two locations in the Lebanon community: the site of the former Lebanon Winter Shelter and the Kilton Public Library. The pop-up clinics offer a low barrier entry point for medical and social services including wound care, assistance in accessing other medical care, vaccinations, HIV/HCV testing and referral to treatment, harm reduction materials, assistance with applying for Medicaid and housing, haircuts, and other needed services. DHMC facilitated the planning and design of the clinics and continues to support the clinic through funding for supplies and key staff, including an on-site coordinator, MIH paramedic, and nurse.

"Thank you very much... you give people hope and reason and motivation and faith in human society to get better, to get the help to save their lives."

– Clinic Visitor

The mission of the pop-up clinics is to deliver accessible, compassionate, and essential services to unhoused and housing insecure people in the Lebanon area. By meeting people where they are, both physically and emotionally, the clinics aim to address immediate needs but also foster long-term well-being and trust. During original planning sessions, the DHMC Community and Family Medicine team cited many studies about the value of having 'one positive experience of care' in helping to reconnect people who have had negative experiences back to the primary care system. By offering this population positive, non-traumatic care experiences and consistent access to care, support, and community, the pop-up clinics foster improved relationships with local health care and social service organizations.

To advance this vision, the planning team prioritizes several goals:

- Center community voices in the solution by including those most impacted in decision-making and informally surveying visitors, allowing them to have a say in the care they receive at each pop-up clinic session.
- Offer a "one-stop shop" model that allows people to come and receive whole-person care in one place, meeting health care needs as well as basic and social needs.
- Deliver care in natural hubs by bringing service directly to the unhoused in familiar and accessible settings.
- Honor the request of participants to not have constantly changing and/or inexperienced, volunteer providers, instead focusing on building trusting relationships with people by intentionally maintaining continuity of highly experienced staff.
- Provide real-time services by offering immediate, appointment-free access to testing, medical care (i.e., wound care), and essential supplies like camping equipment and shelf-stable food.

AT-A-GLANCE

260 visitors
Across 12 clinics from July 2024 - July 2025

78 individuals
Received medical services

16 vaccinated
Against flu and COVID-19

125 tested
For HIV/HCV

87 social worker consultations

Elliot Health System



Getting Students Back to School with Confidence

Elliot Health System Fills the Bus for Catie's Closet and Manchester Kids

2,800 donated items

including long sleeve shirts, jeans, pants, coats, hygiene products and more that will be distributed directly to Manchester students.

TWO YEARS AGO, IN 2024, ELLIOT HEALTH SYSTEM HOSTED ITS VERY FIRST CLOTHING AND PERSONAL CARE ITEM COLLECTION DRIVE TO SUPPORT CATIE'S CLOSET AND MANCHESTER STUDENTS. IN THAT SAME YEAR, ELLIOT SPONSORED THE OPENING OF CATIE'S CLOSET AT MANCHESTER'S CENTRAL HIGH SCHOOL. BY SPRING 2025, A SECOND CLOSET WAS OPENED AT MANCHESTER'S BEECH STREET SCHOOL. **THE TWO CLOSETS HAVE PROVIDED LIFE-CHANGING ACCESS TO CLOTHING AND NECESSITIES FOR OVER 1,600 STUDENTS.**

Catie's Closet operates over 140 in-school closets, across 11 school districts, and serves 110,000 students throughout Southern New Hampshire and Massachusetts experiencing poverty, homelessness, and other difficult situations. A closet provides students with space in their schools to shop for free clothing, and basic personal items they need and want, in a private and dignified way.

How Catie's Closet Benefits Students:

- 100% of school partners said Catie's Closet improves students' self-esteem.
- 98% of high school students said choosing their own clothing is important to them.
- 85% of students reported feeling more confident and comfortable at school after visiting a closet.
- According to students, the top five areas that are improved by access to clothing and necessities are better physical and mental health, improved attendance, feeling like they are fitting in and less bullying.

In 2026, the collaboration between Elliot and Catie's Closet continued to be strong, which opened the door for Elliot to host a 'Fill the Bus' event on its hospital campus. In September, Elliot's senior leaders, team members, and volunteers came together to conclude a back-to-school drive in support of Catie's Closet. The team filled the full-sized school bus with 2,800 donated items including long sleeve shirts, jeans, pants, coats, hygiene products and more that will be distributed directly to Manchester students.

Manchester School District Superintendent, Dr. Jennifer Chimel, and Manchester Mayor Jay Ruais also attended to help fill the bus for students in need.

"Catie's Closet is an essential community program. It helps ease the burden on families who simply want their kids to be prepared for school, ready to learn, and successful in whatever they do," shared President and CEO of Elliot Health System, Greg Baxter, MD. "We're proud to collaborate with the dedicated Catie's Closet team, whose purpose aligns with our mission to inspire, heal, and serve. We look forward to continuing to do our small part to lend a helping hand to Manchester's students at Central High School and Beech Street Elementary School."

"Our reach and impact on Manchester children and families would not be possible without the support of Elliot Health System. We were honored to welcome their support for our Fill the Bus initiative for the first time.

The items they collected will allow hundreds of Manchester children to attend school with all the essentials they need for a successful start."

— Mickey Cockrell, Chief Executive Officer and Co-founder of Catie's Closet

Photo: Catie's Closet leaders, Elliot Health System senior leadership, team members, and community members celebrate the success of filling a yellow school bus with clothing and personal care product donations for Catie's Closet to support Manchester students. Credit: Elliot Health System



Hospitals and health systems in New Hampshire were founded by their communities—many more than a century ago—and they continue to serve those communities today and for generations to come. Their steadfast commitment to improving the health and well-being of the people they serve is fundamental to their mission, and the stories highlighted in this year's Community Benefits Report are a powerful reminder of the vital role hospitals and health systems play in keeping New Hampshire's communities healthy, active and thriving. As health care continues to evolve, much will change. But one thing will remain constant: the enduring commitment of New Hampshire's hospitals and health systems to the patients, families and communities they serve. It is a commitment that has defined their mission from the beginning and will continue to guide their work for generations to come.

—Steve Ahnen, President, New Hampshire Hospital Association & Peter Ames, Executive Director, Foundation for Healthy Communities

This Resource

About the Report

Every year, the Foundation for Healthy Communities creates a statewide summary of the community benefit activities and investments conducted by New Hampshire hospitals.

Since 2000, non-profit hospitals and other health care charitable trusts are required to identify the priority health needs of their communities based on a needs assessment and community engagement process. Hospitals in NH are required to conduct a Community Health Needs Assessment (CHNA) and report the results to the State of NH Office of the Attorney General Charitable Trusts Unit every five years (RSA 7:32-f). In addition, non-profit hospitals develop an implementation plan and file a Community Benefits Report annually that outlines how they have addressed these needs. The reporting form is based upon requirements of RSA 7:32c-l which requires health care charitable trusts to make their community benefits plan publicly available.

At the federal level, the Patient Protection and Affordable Care Act (ACA) initiated a requirement in 2012 that requires non-profit hospitals to conduct a community health needs assessment every three years (Section 9007. IRS Code, 501r) and report to the Federal Government.

Annually, NH non-profit hospitals are required to report community benefits on IRS Forms 990 and Schedule H.

The community benefits reported by the hospitals to both the state and federal governments are required to be in alignment with the community needs identified in the community health needs assessments. It is intended that the results of the community health needs assessment guide the hospitals in determining the activities to be included in their community benefits plans and implemented to improve the health of the community.

About Us

The mission of the Foundation for Healthy Communities is to build healthier communities for all by leading partnerships, fostering collaboration, and creating innovative solutions to advance health and health care. The Foundation for Healthy Communities is an affiliated organization of the New Hampshire Hospital Association.

The New Hampshire Hospital Association provides leadership through advocacy, education and information in support of its member hospitals and health care delivery systems in delivering affordable, high quality health care to the patients and communities they serve.

State and Federal Requirements for Community Benefit Reporting

Community Health Needs Assessment (CHNA)

State: Every 5 years[1]; Needs identified made publicly available

Federal: Every 3 years[2]; Needs identified made widely available

Implementation Plan

State: Based on priority needs identified in most recent CHNA. Reported on annually.

Federal: Based on priority needs identified in most recent CHNA.

Community Benefits Reporting

State: Annually to the State of NH Office of the Attorney General, Charitable Trusts Unit using the NH Community Benefits Reporting Form[3]; Report made publicly available

Federal: Annually to the US Department of Treasury's Internal Revenue Service (IRS) using Form 990-Schedule H; Report made widely available

1. RSA 7:32-f
2. Section 9007. IRS Code, 501r
3. RSA 7:32c-l

NH Non-Profit Hospitals in 2024

Beth Israel Lahey Health Exeter Hospital
Catholic Medical Center
Concord Hospital
Concord Hospital - Franklin
Concord Hospital - Laconia
Cottage Hospital
Dartmouth Health: Alice Peck Day Memorial Hospital
Dartmouth Health: Cheshire Medical Center
Dartmouth Health: Dartmouth-Hitchcock Medical Center (Mary Hitchcock Memorial Hospital)
Dartmouth Health: New London Hospital
Dartmouth Health: Valley Regional Hospital
Elliot Health System
Huggins Hospital
Littleton Regional Healthcare
MaineHealth Memorial Hospital
Mass General Brigham Wentworth-Douglass Hospital
Monadnock Community Hospital
North Country Healthcare: Androscoggin Valley Hospital
North Country Healthcare: Weeks Medical Center
North Country Healthcare: Upper Connecticut Valley Hospital
Southern New Hampshire Medical Center
Speare Memorial Hospital
St. Joseph Hospital

Foundation *for* Healthy Communities

New Hampshire Hospital Association

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