



Excellence.
Every Patient.
Every Time.



ANNUAL REPORT
2019


**EXETER
HEALTH
RESOURCES**
The Art of Wellness

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Clinical Affiliations

Exeter Hospital and Core Physicians have formed clinical relationships with several leading medical organizations that enable us to provide advanced care close to home.

Massachusetts General Hospital Cancer Center: Leading Mass General radiation and medical oncologists and nurse practitioners provide care to patients at Exeter Hospital's **Center for Cancer Care**, along with multidisciplinary clinics, genetic counseling, clinical trials and nurse navigators.

Mass General also provides **telemedicine services** to Exeter Hospital physicians to assist with the care of stroke patients at Exeter Hospital.

Brigham and Women's Hospital: Exeter Hospital has two affiliations with Brigham and Women's Hospital. **The Center for Reproductive Care** provides comprehensive infertility, reproductive endocrinology care and advanced reproductive surgery. **Maternal Fetal Medicine** provides expert care for women who have complications identified prior to or during pregnancy.

Dartmouth-Hitchcock Medical Center: Dartmouth-Hitchcock Medical Center partners with **Core Vascular Surgery** to provide expanded vascular services to patients in our Exeter office.



Together We Are United in Wellness

The Operating Affiliates of Exeter Health Resources



Core Physicians is a community-based, multi-specialty group practice that provides comprehensive primary, specialty and pediatric dental care throughout the greater Seacoast Region. Over 160 providers in 15 locations pursue excellent patient satisfaction and quality outcomes through the provision of exceptional clinical care.



Exeter Hospital is a 100-bed, community-based hospital serving New Hampshire's Seacoast Region. The hospital's scope of care includes comprehensive medical and surgical health care services including, but not limited to: breast health, maternal/child and reproductive medicine, cardiovascular, gastroenterology, sleep medicine, occupational and employee health, oncology, orthopedics, general surgery and emergency care services. Exeter Hospital is accredited by DNV Healthcare, Inc., and is a Magnet[®]-recognized hospital. Magnet designation from the American Nurses Credentialing Center is the most prestigious distinction a health care organization can receive for nursing excellence and high quality patient care.



Rockingham Visiting Nurse Association & Hospice is a community-based, home health and hospice agency providing individuals and families with the highest quality home care, hospice and community outreach programs within Rockingham and Strafford Counties.



LETTER FROM THE PRESIDENT, CEO

Important achievements are a result of hard work, dedication, commitment and patience. In this year of transformation, the 2,400 staff members of Exeter Health Resources have displayed all of those attributes and more working to fulfill its mission of improving the health of the community. Throughout FY19, Exeter Health Resources continued the critically important work of advancing the proposed affiliation with Wentworth-Douglass Hospital and Massachusetts General Hospital. The proposed affiliation (which is currently under regulatory review) would create a new, New Hampshire-based regional healthcare organization capable of enhancing and sustaining healthcare services in the Seacoast Region. The three hospitals are deeply committed to completing the affiliation, ensuring the communities' access to outstanding mission driven not-for-profit healthcare, the advanced clinical capabilities of Mass General, and a much-needed expansion of behavioral health and substance use disorder treatment services.

While moving forward with the affiliation, Exeter Health Resources and its affiliated companies continued to expand and enhance patient care services with new Core Physicians' locations in Portsmouth with primary care, in Stratham which co-locates primary and pediatric care, as well as in Plaistow at the soon to open Plaistow Regional Health Center. The new Center will include Core Physicians' primary and specialty care, along with Exeter Hospital adult and pediatric rehabilitation services. In addition, the new location will house ClearChoiceMD® Urgent Care offering community members easy access to treatment of non-life-threatening illnesses and injuries for all ages.

As one response to the continuing need for increased behavioral healthcare services, Core Physicians partnered with the organization Connections in Health to embed a LICSW and MSW into two primary care locations. Exeter Hospital further expanded access with the addition of a full-time behavioral health provider from Seacoast Mental Health co-located within the Emergency Department.

Looking ahead, Exeter Hospital is planning expansion and enhancement of its oncology facilities. With the help of the community, the Hospital has begun raising funds to support a much-needed renovation of its medical oncology unit to provide greater comfort and support during treatment. The Hospital's ten-year relationship with Massachusetts General Hospital Cancer Center oncologists continues to bring the very best in cancer care treatment to the community.

Rockingham VNA & Hospice continues to pursue their long-standing mission of caring for the community. For more than 100 years, Rockingham VNA & Hospice has cared for patients within the home, at assisted-living or skilled facilities, or at homeless shelters, with a commitment to lessen the burden for patients and their families. In FY19 Rockingham VNA & Hospice caregivers traveled 836,000 miles caring for over 4,000 patients within their home environment.

In a year of ongoing transformation and evolution as a health resource to the region, Exeter Health Resources' focus remains on the patients and communities of the greater Seacoast Region and the continued delivery of compassionate, exceptional care.

Sincerely,

Kevin J. Callahan, President, CEO



Excellence. Every Patient. Every Time.



Centers for Medicare & Medicaid Services (CMS) awarded Exeter Hospital the **top 5 star rating for Quality and Patient Safety for the third straight quarter**. Additionally, Exeter Hospital currently holds a **grade of A for patient safety** from the Leapfrog Group.



Magnet® – Exeter Hospital has held Magnet designation since 2013, a testament to its continued dedication to high-quality nursing practice. The American Nurses Credentialing Center's Magnet Recognition Program® distinguishes health care organizations that meet rigorous standards for nursing excellence. This credential is the highest national honor for professional nursing practice, and places Exeter Hospital in the top 8% of hospitals nationwide.



Beacon Award for Excellence™ – The American Association of Critical-Care Nurses (AACN) conferred a silver level Beacon Award for Excellence on the Intensive Care Unit (ICU) this year. This is the third silver Beacon Award received by the ICU, and Exeter Hospital was the only hospital in the state holding any Beacon Awards at the time it was conferred. The award recognizes caregivers who successfully improve patient outcomes and align practices with AACN's six Healthy Work Environment Standards. The hospital's Family Center and Progressive Care Unit (PCU) have also received this prestigious award.



NCQA – Core Physicians and all of their local practices have received the NCQA Patient-Centered Medical Home (PCMH) Recognition for using evidence-based, patient-centered processes that focus on highly coordinated care and long-term, participative relationships.



Top Docs – Twenty-three physicians from Core Physicians' primary and specialty care practices were recognized among the best physicians in the state in New Hampshire Magazine's 2019 Top Doctors issue.



ASGE Recognition – The American Society for Gastrointestinal Endoscopy (ASGE) once again recognized Exeter Hospital for its dedication to promoting quality and safety in endoscopy care. This recognition is conferred on only 10% of hospitals in the country.

New Plaistow Regional Health Center Breaks Ground

A groundbreaking was held in May 2019 to kick off the beginning of construction on the new Plaistow Regional Health Center located at 127 Plaistow Road, which will provide expanded space in one convenient location for Core Physicians and Exeter Hospital services that are currently located at two other Plaistow sites. The practices located here will include Core Physicians primary care, along with Exeter Hospital adult and pediatric rehabilitation services. Core Physicians' rotating specialty services will include orthopedics, podiatry and cardiology; X-ray and lab services will be located onsite, with MRI to follow. The new building will include urgent care services provided by ClearChoiceMD®. The grand opening is expected to be mid to late summer, with Core Pediatric & Adolescent Medicine and additional Core Physicians specialty practices moving in the following year.



20 Years of Reproductive Services

In 2019, Exeter Hospital's Center for Reproductive Care (CRC) and Maternal Fetal Medicine celebrated 20 years of providing comprehensive infertility, reproductive endocrinology and advanced obstetrical care to patients in the Seacoast area in affiliation with Brigham and Women's Hospital of Boston. Since their opening in 1999, CRC has helped bring more than 1,050 babies into the lives of local families.



Exeter Hospital Now a Level III Trauma Center

At the end of the fiscal year, the State of New Hampshire Trauma Medical Review Committee designated Exeter Hospital as a Level III Trauma Center. The hospital has worked to standardize resources to deliver high quality trauma care, and to rapidly mobilize resources for incoming trauma patients. The Trauma Program at Exeter Hospital encompasses every member of the health system, beginning with local EMS services and hospital paramedics, and includes the Emergency Department, surgeons, anesthesiologists, the Intensive Care Unit (ICU), radiology, respiratory, rehabilitation and inpatient services. By performing ongoing evaluations of trauma cases and making improvements, we can ensure that even more patients can be treated right at their local community hospital.



New Primary Care Office in Portsmouth

Core Physicians expanded its primary care services by opening a new office in Portsmouth. Other primary care locations include Epping, Exeter, Hampton, Kingston, Plaistow and Stratham. All offices follow a team-based care model, where teams meet daily so all providers are up to date on patients' medical history and care plans. Primary care services include same day appointments, online booking with the Patient Portal, as well as extended hours and weekend appointments.





Innovation

Innovative Joint Replacement Technology

Thomas McGovern, MD, a Core Physicians' joint replacement surgeon, has acquired the newest MAKO™ robotic arm technology which he is using to perform partial and full knee replacements. Dr. McGovern starts with a CT scan to create a 3D virtual model of the patient's unique anatomy. He uses this model with the MAKO technology to create an individualized operating plan to ensure a custom fit and the robotic technology enables greater precision.



Advancements in Prostate Cancer Treatment

Exeter Hospital's Center for Cancer Care is on the forefront of prostate cancer treatment with a new five day radiation treatment option for men with early stage prostate cancer. Traditional radiation treatment is eight weeks, with 42 treatments, and/or surgery. In FY19 Exeter Hospital used funds that were philanthropically donated to purchase two new urology technologies. The UroNav Fusion Biopsy System allows Core urologists to use MRI images of the prostate to perform more precise, targeted prostate biopsies. In the past, it was unheard of to be able to sample a specific abnormal area of the prostate. The second technology, which uses the same equipment, is for men who will undergo radiation treatment for prostate cancer. The technology enables the use of SpaceOAR® Hydrogel to protect healthy tissue from radiation exposure during prostate cancer treatment.



Gary Proulx, MD, Exeter Hospital's Center for Cancer Care (left) and E. William Johnson, MD, MPH, Core Urology.



Innovation Recognition Initiative



As a result of these achievements, Exeter Health Resources was bestowed the 2019 Noah Lord Patient & Family Engagement Award from the New Hampshire Foundation for Healthy Communities.

Advancing Equality of Care for the LGBTQ+ Community
Exeter Health Resources is committed to improving the design and delivery of care for all patients in the greater Seacoast area. Through the recent work of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer/Questioning) Health Advisory Council, Exeter Health Resources has promoted a sexual and gender minority inclusive culture throughout the health system. The Council includes patients, staff from all three affiliates, and staff from community agencies.

This ongoing dialogue has translated into real achievements for the Seacoast, including:

- Creating an LGBTQ+ Health Service Line within Core Physicians, including primary and specialty care services
- Providing gender affirming treatments for transgender and gender diverse individuals, including hormone therapy, laser hair removal and some gender affirming surgical procedures
- Removing unnecessary “male” and “female” markers from patient wristbands
- Changing signage for single-stall restrooms within the organization to be gender neutral
- Updating registration forms to be more accurate and sensitive to individuals in the LGBTQ+ community
- Providing ongoing education regarding best practices to staff and community members

Last year, our organization launched the Innovation Recognition Initiative to recognize individuals or teams that have successfully implemented an innovative idea within the previous six months, and presented them with a recognition award. The goal is to celebrate staff members who have the ability and courage to think differently about how things are done, and then put those thoughts into action. The initiative is designed around our six pillars of excellence: people, quality, safety, service, growth and financial. Read about the recipients and their initiatives on the next page.



Innovation Recognition Initiative Recipients



After viewing a demonstration of the CHEETAH NICOM™ hemodynamic monitoring system at a conference for critical care nurses, **Liz King, RN**, worked with Exeter Hospital's Critical Care Committee to trial the monitor in the Intensive Care Unit (ICU). This simple, portable monitor quickly assesses cardiac index, cardiac output, stroke volume, total peripheral resistance as well as fluid responsiveness, enabling providers to quickly identify what type of treatment a hypotensive patient needs. This decreases length of stay, improves recovery from a critical illness and reduces complications in many critical illnesses.



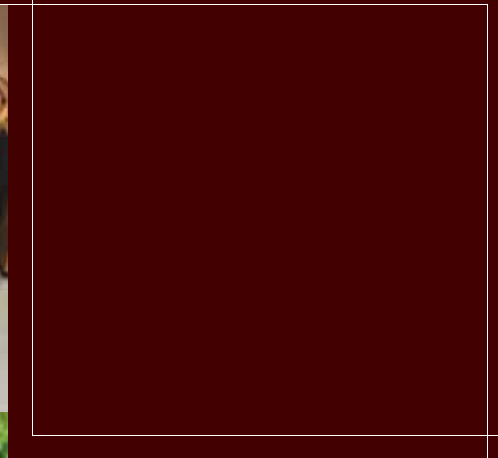
Vanessa Preble, APRN of Core Cardiology, created a Lifestyle Medicine Clinic with the goal of preventing and even reversing heart disease for cardiology patients. In this six-week program, clinicians and patients meet weekly to focus on a specific lifestyle topic. Vanessa is joined by a different specialist each week to discuss topics such as exercise, diet changes, mindfulness and stress management. Three months following the final clinic session, patients return to share how they have been managing their goals and lifestyle changes.



Larina Paoletti, PT is the first therapist in the organization to become a Certified Bowenwork® Practitioner (CBP). Bowenwork is a series of gentle movements on specific areas of the body with short rest periods in between. These moves initiate a series of responses by stimulating the nervous, musculoskeletal and facial systems as well as energetic pathways. Bowenwork has been effective in treating many musculoskeletal disorders, respiratory/digestive issues, chronic fatigue, anxiety/depression and more. Since Larina was presented with this award, three additional physical and occupational therapists from the hospital have become certified in Bowenwork.

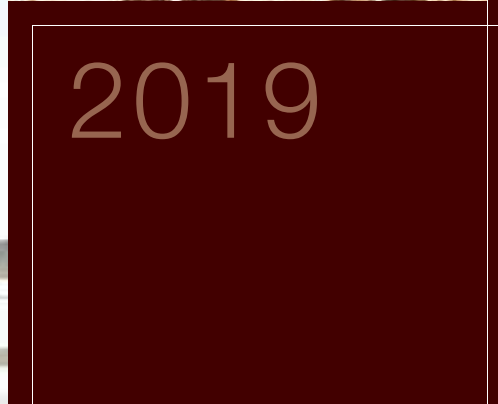
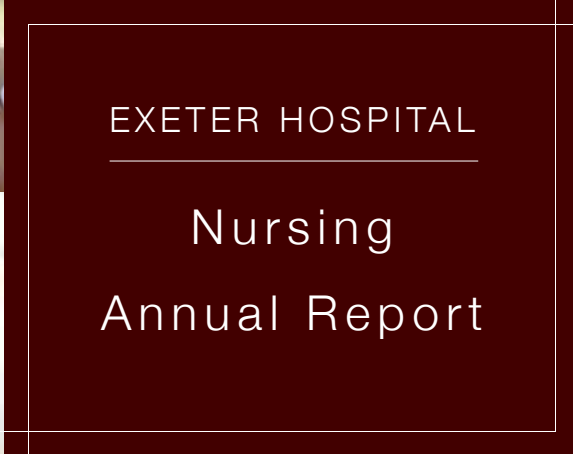


Durable medical equipment (DME) for patients discharged to home was often not delivered in a timely manner by the outside vendor, at times with incorrect or improperly fitted devices. As a result, DME would often have to come from the hospital's storeroom at a cost to the hospital. **Dina Hornbeck-Moss, PT** researched other possible DME vendors and identified one that was willing to stock equipment on site, as well as handle all the necessary billing. This has resulted in improved patient satisfaction, decreased delays in discharges to home, and decreased burden on staff to care for patients whose discharges are delayed while they await their DME.



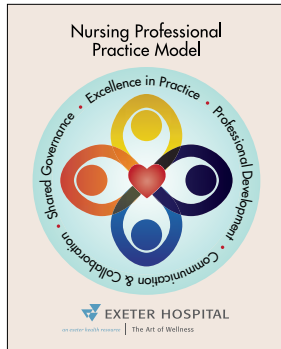
EXETER HOSPITAL

Nursing Annual Report





Exeter Hospital Nursing Annual Report



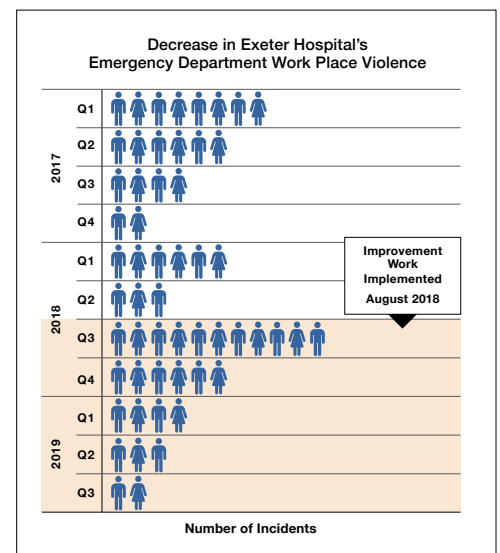
Excellence in Practice

An Exeter Hospital improvement team consisting of front-line Emergency Department (ED) registered nurses and licensed nursing assistants, security personnel, engineering staff and leadership have been working over the past year to improve our provision of care processes for behavioral health patients. The goal of the workgroup is to provide care that meets the needs of this patient population as well as to reduce workplace violence. The improvement work in the ED has resulted in standardized processes to improve patient and staff safety, reduced waiting times for the patients to be seen by our community mental health partner and begin treatment, and a significant reduction

in work place violent events. The team achieved their goal of improving the care provided to this patient demographic as well as mitigating risk through teamwork, structured problem solving and improvement work, all of which was led by front line clinical staff.

Highly reliable organizations are those that operate in complex, high-hazard industries and, through standardization of processes and a persistent mindfulness, operate for extended periods of time without serious accidents. There are five principles of high reliability: preoccupation with failure, reluctance to simplify, sensitivity to operations, commitment to resilience and deference to expertise.

Healthcare is a complex, high-hazard industry. Exeter Hospital is committed to providing the highest quality, safest care for our patients. Nurses, as members of the multidisciplinary Highly Reliable Work Group, have contributed their expertise of evidence-based practice to standardize process resulting in a positive impact on data related to falls and wounds.



Professional Development

Nurses are involved in local specialty care organizations that advance practice including Seacoast Critical Care Group and the New Hampshire chapter of AWHONN – the Association of Women's Health Obstetrics and Neonatal Nurses. Nurses continue to advance their education with two nurses earning their BSN, three MSN and one DNP. Additionally, nineteen nurses received specialty certification in their respective areas, positioning Exeter Hospital well above the national mean for nurse certification.

Award Winning Units

Surgical Services at Exeter Hospital has been awarded the **Certified Nurse Operating Room (CNOR) Strong Award** for two consecutive years (2019 and 2020) from the Competency and Credentialing Institute (CCI). To qualify for this award at least 50% of perioperative nursing staff must be CNOR-certified. The nursing staff is proud to have earned this award again this year. CNOR Strong signifies

dedication to practice and the clinical confidence that results in improved patient outcomes. Certification is not mandatory therefore nurses who choose to become certified exhibit a great deal of dedication to their patients and the nursing profession.



Exeter Hospital has three units that have been honored with the **American Association of Critical Care Nurses' (AACN) Beacon Award for Excellence™**. This award recognizes unit caregivers who successfully improve patient outcomes and align practices with the AACN's six Healthy Work Environment Standards: skilled communication, true collaboration, effective decision making, appropriate staffing, meaningful recognition and authentic leadership. Units that achieve the three-year designation meet national criteria consistent with Magnet® Recognition.

- The Family Center at Exeter Hospital is the only family center in New Hampshire with a Beacon Award.
- The Intensive Care Unit is a three-time recipient of this award. This is a true testament to Exeter Hospital's continued dedication to excellence in patient care.
- The Progressive Care Unit is a two-time recipient of the Beacon Award.



The Family Center was the first birthing unit in the state of New Hampshire to be recognized by the **Immunization Action Coalition** in conjunction with the CDC for creating HEP B administration policy and education that promotes high coverage rates at birth to protect all newborns from the HEP B virus prior to discharge. Nursing worked along with pediatric providers to create best practice, education and standard work to promote this outcome.

Communication & Collaboration

Nurses at Exeter Hospital partner with patients and family through the Patient Experience Council. Recently, a patient-developed tool for safer medication administration was adopted by nursing on 4E. The tool called MEDS, “Make Eye-Contact, Evaluate, Discuss, Summarize (& Smile)” was a joint effort and resulted in an improvement in patient satisfaction scores related to communication about medications and medication side effects. The 4E nursing staff now have a structured process of teaching patients about their medication side effects as a result of this collaboration.



Exeter Hospital Nursing Annual Report



Innovation

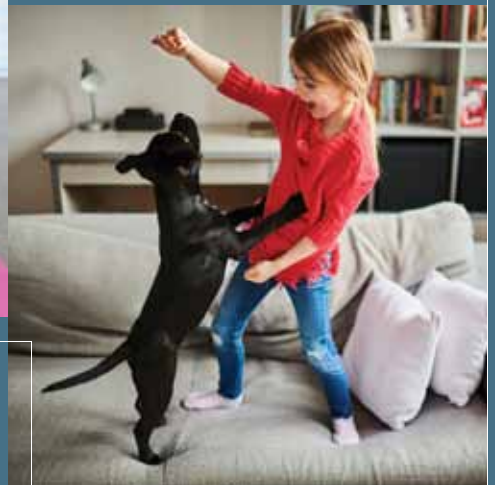
OB-STAAR Surgical Team Approach to Advanced Recovery – In an effort to improve patient satisfaction and pain scores for mothers that deliver via Cesarean, the Family Center at Exeter Hospital nursing staff, in collaboration with the obsteric, pediatric and anesthesia teams adopted a new approach to surgical recovery. This new approach includes changes in both preoperative and postoperative care. The most notable change is

implementation of scheduled non-narcotic pain medication. In the three months since implementation, we have seen an approximate 50% reduction in the amount of narcotics patients take postop. Additionally, 20% of all our patients recovering from Cesarean postoperatively have not required any narcotics at all. We are hoping to see an improvement in our patient satisfaction scores as soon as they are released. This is part of the Family Center’s efforts to respond to the opiate crisis in New Hampshire and provide optimal outcomes in our patient population.

Shared Governance

Shared Governance is defined by Tim Porter-O’Grady as “a structural model through which nurses can express and manage their practice with a higher level of professional autonomy.” Through the Shared Governance model, nurses at Exeter Hospital hold an annual summit and begin the development of the Nursing Strategic Plan. This plan, based on Exeter Hospital’s Strategic Plan, is vetted with Nursing Leadership several times before it is finalized. The focus is on advancing patient care and clinical outcomes by insuring excellence in practice, patient experience and patient outcomes. Creating a safe practice environment is accomplished by retaining, developing and supporting the best in nursing staff. Our plan is below for your information.





United
in
Community



2019



Our Mission

The mission of Exeter Health Resources and its affiliates is to improve the health of the community. This mission will be principally accomplished without compromising Exeter Health Resources' sustainability by supporting the provision of health services and information to the community by the affiliated companies of Exeter Health Resources.

Throughout the past year Exeter Hospital, Core Physicians and Rockingham VNA & Hospice have continued the pursuit of this mission. During FY 2019, the affiliates provided \$78,346,361 in subsidized support for Medicare and Medicaid, charity care and other community benefit programs and services to communities in the areas served.

This addendum includes an overview of some of the affiliates' many community benefit services and programs that help to address needs identified in the 2016 Community Health Needs Assessment.

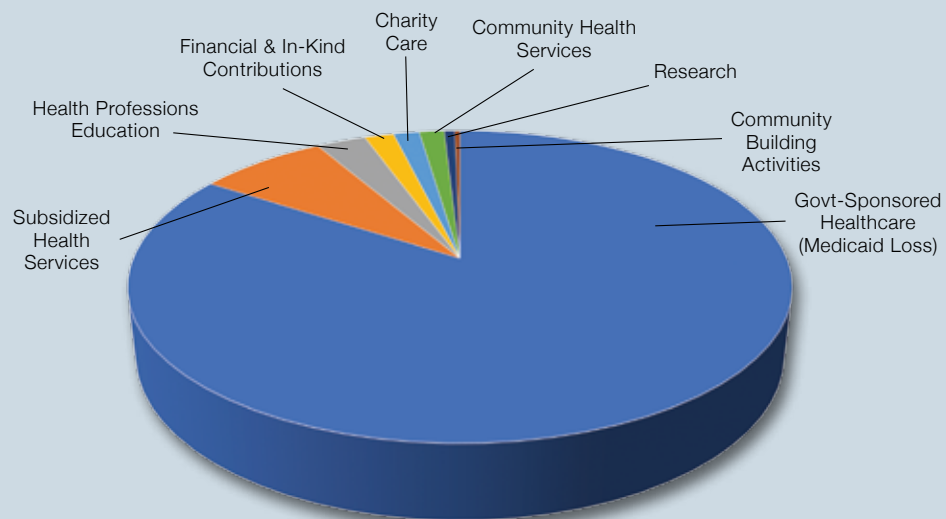
Access to care due to insurance coverage cost barriers
Substance abuse and addiction – Behavioral health – Mental health services
Youth suicide/substance and prescription drug abuse – Transportation
Affordable housing/homelessness – Elder care and support services

The final assessment can be found at: exeterhospital.com/About-Us/Community-Benefits.

Giving Back to Our Community



Govt-Sponsored Healthcare (Medicaid Loss)	\$ 65,915,227
Subsidized Health Services	\$ 5,825,284
Health Professions Education	\$ 2,252,692
Financial & In-Kind Contributions	\$ 1,327,803
Charity Care	\$ 1,178,145
Community Health Services	\$ 1,137,517
Research	\$ 478,762
Community Building Activities	\$ 230,930
Total	\$ 78,346,361



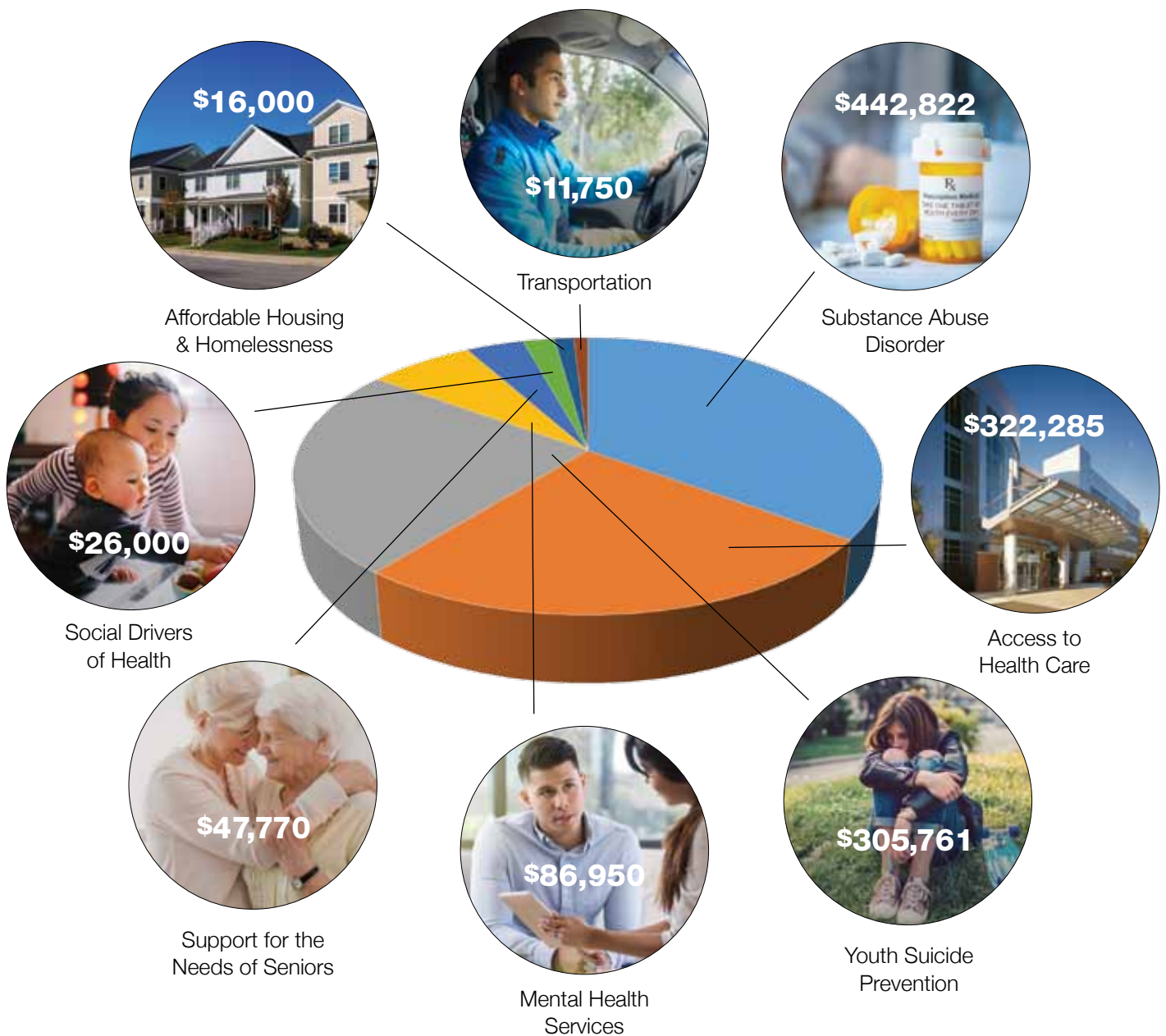


Community Impact Program

Exeter Hospital offers grants and sponsorships to non-profit organizations that support the areas of greatest need in our communities. The priorities were identified through the 2016 Community Health Needs Assessment, which can be viewed at exeterhospital.com.

In total, \$1,259,338 was distributed in FY 2019.

2017-2019 Priority Areas



A Focus on Suicide Prevention & Mental Health



Exeter Hospital is committed to leveraging its Community Impact Program to substantially impact the risk of youth suicide in the greater Seacoast area of New Hampshire. Youth suicide has been identified in the Hospital's last two Community Health Needs Assessments as a growing concern in our community and is the second leading cause of death in New Hampshire for individuals age 10-34. Youth suicide prevention grants are awarded to organizations that help to address the potential risk factors associated with youth suicide including substance misuse disorder, depression, social isolation, gender identity, abuse and bullying.

Twelve community organizations were awarded grants totaling \$242,000 in FY 2019.

Following are some examples of how of these grants are being used. For more information, visit exeterhospital.com.



Arts in Reach

Arts In Reach (AIR) empowers at-risk and low-income teenage girls in the greater Seacoast area through arts and mentoring within an inclusive community. In FY 2019, AIR served 76 individual teens in 202 program opportunities with free transportation. Data collected during AIR programs show that teens gain confidence and essential skills to build resilience, self-reliance and success in their lives.



Big Brothers Big Sisters of New Hampshire

Big Brothers Big Sisters (BBBS) of New Hampshire's mission is to provide children facing adversity with strong and enduring, professionally supported one-to-one relationships. Mentoring is a successful approach to addressing the root causes of youth suicide, and Exeter Hospital's investment supported more than 210 Rockingham County children. In FY 2019 Exeter Hospital partnered with BBBS to start a site-based program on its campus, matching seven employees of the health system with students from a local middle school who meet twice a month.



Zero Suicide

Exeter Health Resources adopted the Zero Suicide framework in 2017, embracing the aspirational belief that suicide deaths for individuals under the care of health and behavioral health systems are preventable. Numerous changes have been made throughout the system, including specialized education for Core Physicians' providers and staff, increased depression screening for Core patients 12 and older, and a defined follow-up plan for patients that need further clinical care. Screening rates for children and adults increased by 25% since June of 2019.

In May 2019, Exeter Health Resources was honored with an Outstanding Achievement Award through the Governor's Council for its youth suicide prevention initiative. Exeter Area YMCA nominated the organization because "Exeter Hospital is working to break down the barriers associated with the stigma of mental health by bringing together over 30 organizations in Rockingham County to improve the health of the community" and the award committee unanimously agreed.



2019 Grant & Sponsorship Recipients

2019 Community Partners

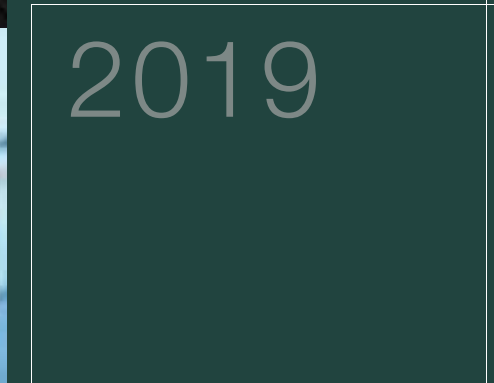
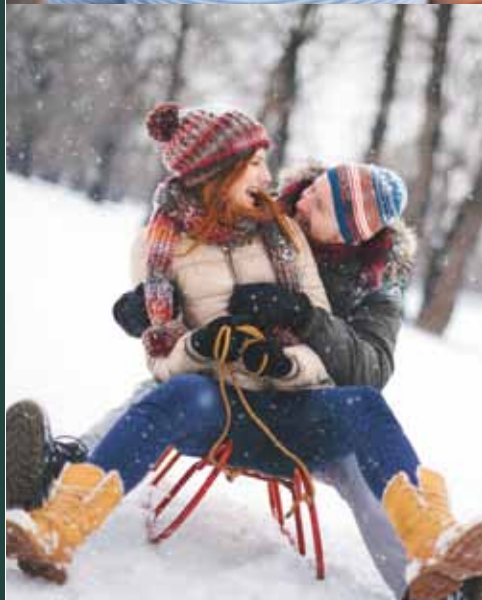
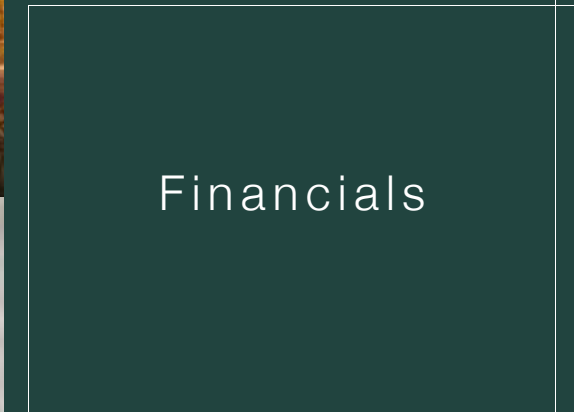


Arts In Reach
 Austin17House
 Big Brothers Big Sisters of
 New Hampshire
 Birchtree Center
 Breathe New Hampshire
 CASA of New Hampshire
 Chase Home for Children
 Children's Museum of
 New Hampshire
 Community Toolbox
 Connor's Climb Foundation
 Core Physicians
 Cross Roads House
 Dan Healy Foundation
 Equality Health Center
 Exeter Area YMCA
 Exeter Parks and Recreation
 Exeter Rotary Club
 Friends of Jaclyn Foundation
 Gather
 Girls on The Run New Hampshire
 Great Bay Community College
 HAVEN
 Hospice Help Foundation

Key Collective
 Krempels Center
 Lamprey Health Care
 Leadership Seacoast
 My Breast Cancer Support
 NAMI New Hampshire
 New Generation
 New Hampshire Alcohol Fund
 New Hampshire Children's
 Trust Fund
 New Hampshire Hospice &
 Palliative Care
 New Hampshire PBS
 New Hampshire Suicide
 Prevention Conference
 New Hampshire Theatre Project
 New Heights
 On Belay
 One Sky Community Services
 Pine Street Players
 Racial Unity Team
 Raymond Coalition for Youth
 Ready Rides
 Richie McFarland Children's Center
 Riverwoods at Exeter

Rockingham Nutrition and
 Meals on Wheels
 Seacoast Child Advocacy Center
 Seacoast Eat Local
 Seacoast Mental Health Center
 Seacoast Outright
 Seacoast Pathways
 Seacoast VeloKids
 Servicelink
 Society of St. Vincent de Paul
 So Rock
 Southeast Land Trust of
 New Hampshire
 Strawberry Banke Museum
 Tears Foundation
 Transportation Assistance for
 Seacoast Citizens
 United Way of the Greater
 Seacoast
 Victoria's Victory Foundation
 Womenade of Greater
 Squamscott
 Zebra Crossings

For further information or to view the hospital's Community Benefits Report, visit exeterhospital.com.



Financial Summary

Exeter Health Resources reported consolidated gross revenues and other support of \$884.2 million which represents an \$85.9 million or 10.8% increase over the prior fiscal year. Gross revenue generated by Exeter Hospital increased \$85.1 million or 13.5%. This favorable revenue growth can be attributed to an increase in both volume and charges for services especially in surgical, imaging, lab, emergency and pharmacy services. Gross revenue generated by Rockingham VNA & Hospice increased \$0.8 million or 3.9% predominately due to a \$0.6 million increase in hospice services. Gross revenue generated by Core Physicians remained constant with the prior year.

While consolidated gross revenues and other support increased 10.8% from fiscal 2018 to fiscal 2019, total deductions from revenue including bad debt increased \$64.3 million or 14.4% as a result of various payer contracts, bad debt expense and the State of New Hampshire mandated uninsured patient discount.

Consolidated operating expenses increased by \$18.3 million or 5.2% over 2018 levels. The two leading factors were an increase in supplies and other expenses of \$10.5 million or 8.6% from fiscal 2018 driven mainly by pharmaceutical costs and salary and employee benefits of \$6.0 million or 3.0% from fiscal 2018.

The organization provided approximately \$78.3 million of community benefit in fiscal 2019, which included \$12.4 million to subsidize health services, other community service programs, charity care and the provision of direct cash contributions to other community agencies that support the mission of the organization. The other \$65.9 million represents the costs of Medicare and Medicaid services provided to patients that exceeds reimbursement.

Exeter Health Resources generated \$3.6 million from operations in fiscal 2019 which was \$3.3 million higher than 2018. The total non-operating gain was \$6.1 million versus \$9.9 million gain in fiscal 2018. Investment returns and the increase in interest rates which reduced the swap/derivative liability were the two biggest contributors accounting for \$4.8 million and \$4.1 million, respectively.

The organization continued its capital investment commitment by purchasing \$29.2 million in property, plant and equipment in 2019 including construction of medical office buildings in Stratham and Plaistow, new medical equipment, building renovations and infrastructure improvements and upgrades in information technology.

Overall liquidity remained strong in fiscal 2019. The organization's days cash on hand was 204 days representing a 29 day decrease over 2018. Additionally, total cash, short term investments and investments decreased approximately \$16.8 million in 2019 to \$198 million. These decreases are driven mainly by the significant cash outflows for physical plant and equipment purchases made in fiscal 2019 of \$29.2 million along with debt principal payments. Exeter Hospital maintained a Baa2 bond rating from Moody's.

The long term debt to equity ratio improved from 16.7% in 2018 to 15.6% in 2019 as net assets continued to increase due to the improved overall margin along with no new debt incurred in 2019.

Exeter Health Resources, Inc.

	2019	2018	2017	2016	2015
Gross revenues and other support	\$ 884,233,554	\$ 798,265,118	\$ 730,327,367	\$ 689,958,839	\$ 626,896,008
Deductions from revenue:					
Contractual allowances and discounts	497,083,376	436,297,117	394,040,880	365,323,160	334,789,948
Bad debt	12,933,872	9,392,322	8,240,171	10,394,101	12,909,532
Total deductions	510,017,248	445,689,439	402,281,051	375,717,261	347,699,480
Total revenues and other support	374,216,306	352,575,679	328,046,316	314,241,578	279,196,528
Consolidated operating expenses	370,659,534	352,333,580	327,870,755	304,182,585	280,404,655
Income (loss) from operations	3,556,772	242,099	175,561	10,058,993	(1,208,127)
Nonoperating gains (losses):					
Investment return	4,500,018	9,326,460	17,182,663	8,214,729	(4,639,056)
Unsolicited donations and gifts	4,998,191	120,891	85,568	158,678	76,086
Contributions to community programs	(1,263,838)	(878,213)	(792,524)	(573,144)	(606,480)
Impact of interest rate swaps	(3,006,625)	1,073,897	2,403,455	(2,376,330)	(3,193,416)
Other	831,542	238,130	(27,005)	(29,214)	(270,587)
Total nonoperating gains (losses), net	6,059,288	9,881,165	18,852,157	5,394,719	(8,633,453)
Excess (deficiency) of revenues and other support and nonoperating gains (losses) over expenses	\$ 9,616,060	\$ 10,123,264	\$ 19,027,718	\$ 15,453,712	\$ (9,841,580)

Exeter Health Resources, Inc. & Subsidiaries

Consolidated Balance Sheets

September 30, 2019 and 2018

Assets	2019	2018
Current assets:		
Cash and cash equivalents	\$ 27,561,573	\$ 35,397,625
Short-term investments	4,397,140	6,348,590
Accounts receivable, less allowance for doubtful accounts of \$16,532,616 in 2019 and \$14,524,181 in 2018	36,342,342	32,608,398
Inventories	4,482,425	4,349,200
Prepaid expenses and other current assets	6,385,022	6,400,984
Current portion of funds held by trustee under revenue bond and other financing agreements	7,101,096	5,431,077
Total current assets	86,269,598	90,535,874
Investments, limited as to use	187,352,327	194,174,896
Funds held by trustee for professional liability claims	5,016,714	3,362,518
Property, plant and equipment, net	106,553,604	92,864,599
Other assets	18,601,718	17,328,900
Total assets	\$ 403,793,961	\$ 398,266,787

Exeter Health Resources, Inc. & Subsidiaries

Consolidated Balance Sheets

September 30, 2019 and 2018

Liabilities and Net Assets	2019	2018
Current liabilities:		
Accounts payable	\$ 19,533,741	\$ 15,772,840
Accrued salaries and payroll taxes	18,480,353	17,354,630
Due to third-party payors	5,602,312	4,479,811
Current portion of long-term debt	4,161,045	3,990,989
Total current liabilities	47,777,451	41,598,270
Accrued pension and other liabilities	35,495,835	26,648,381
Long-term debt, less current portion	42,637,622	46,766,222
Reserve for professional liability claims	4,898,560	3,970,425
Net assets:		
Without donor restrictions	251,796,200	258,318,979
With donor restrictions	21,188,293	20,964,510
	272,984,493	279,283,489
Total liabilities and net assets	\$ 403,793,961	\$ 398,266,787

Exeter Health Resources, Inc. & Subsidiaries

Consolidated Statements of Operations

September 30, 2019 and 2018

	2019	2018
Net patient service revenues, net of contractual allowances and discounts	\$ 370,196,559	\$ 345,232,398
Less provision for bad debts	(12,933,872)	(9,392,322)
Net patient service revenues less provision for bad debts	357,262,687	335,840,076
Disproportionate share funding	5,193,628	5,046,360
Other revenues	11,606,815	11,574,183
Net assets released from restrictions used for operations	153,176	115,060
Total revenues and other support	374,216,306	352,575,679
Operating expenses:		
Salaries and benefits	207,469,305	201,456,291
Supplies and other	132,418,565	121,907,112
Depreciation	15,557,211	15,066,093
New Hampshire Medicaid enhancement tax	13,723,449	12,615,694
Interest	1,491,004	1,288,390
Total operating expenses	370,659,534	352,333,580
Income from operations	3,556,772	242,099
Nonoperating gains (losses):		
Unrestricted contributions	4,998,191	120,891
Investment income and dividends, net	1,762,823	2,370,402
Realized gains on investments, net	15,374,202	11,434,192
Unrealized losses on investments, net	(12,637,007)	(4,478,134)
Impact of interest rate swaps	(3,006,625)	1,073,897
Contributions to community programs	(1,263,838)	(878,213)
Other, net	831,542	238,130
Nonoperating gains, net	6,059,288	9,881,165
Excess of revenues and other support, and nonoperating gains over expenses	9,616,060	10,123,264
Net assets released from restriction used for capital	264,413	—
Transfer of balances between funds	(23,998)	—
Adjustment to pension liability	(16,379,254)	(751,165)
(Decrease) increase in unrestricted net assets without donor restrictions	\$ (6,522,779)	\$ 9,372,099



Our
Community
Gives Back



2019



United In Wellness



Exeter Health Resources and its operating affiliates, Exeter Hospital, Core Physicians and Rockingham VNA & Hospice, are United in Wellness. This simple, but important, phrase embodies our health system's collective efforts to improve the health of the communities we serve.

As a not-for-profit healthcare system, the operating affiliates of Exeter Health Resources are supported in part by community members, grateful patients and local business leaders, all of whom have been compelled to "give back" after their experience within our healthcare system. Whether it was the compassionate care provided to a loved one or, in some cases, inspired by their own personal experience, these individuals have helped to strengthen our collective efforts. With their support and our dedication to being United in Wellness, we are better able to purchase state-of-the-art equipment and technology, implement innovative treatment options and therapies, provide continuing education to clinical staff and assist with financial support for community members in need.

Exeter Health Resources' Community Advancement Partners (CAPs)

We are stronger thanks to the support of these devoted local businesses:



Our Community Gives Back



The mission of the operating affiliates of Exeter Health Resources is to improve the health of the community. One of our greatest rewards is to hear from our patients expressing the quality of care and compassion they experienced while receiving care within our health system.

Through generous donations of time and funding, many local businesses as well as community members have made it their mission to help ensure future patients have the very best treatment available by supporting the advancement of Exeter Hospital, Core Physicians and Rockingham VNA & Hospice. Some of our grateful patient stories follow on these pages.

To learn how you can help, please visit unitedinwellness.org.





Generous Donors Fund Advanced Paramedic Care

Exeter Hospital was able to purchase a second paramedic intercept vehicle this year, using philanthropically donated funds. Nancy Sinclair and the Wharton family made a \$10,000 challenge gift to the Thomas P. Wharton, Jr., MD Fund for Cardiology, which was matched by the community. This Fund was named in memory of Thomas P. Wharton, Jr., MD and supports Dr. Wharton's commitment to the prevention of heart disease along with the continued provision of advanced interventional cardiac services within the local community. Additional support came from Exeter Hospital employee donors who gave to the hospital's United in Wellness Fund in 2019 through payroll deduction giving. Exeter Hospital's paramedics serve the hospital's surrounding communities when advanced critical care is needed, working with the towns' EMS services.

In their role outside the hospital, paramedics travel in a specialized intercept vehicle outfitted with advanced lifesaving equipment. They meet local EMS providers at the scene of the medical emergency, which may be at a patient's home, a business or on the roadside. In critical situations, they even meet up with the ambulance en route to the hospital. There are many times when two emergencies happen at once, in communities a good distance apart. Thanks to our donors, with this second vehicle, paramedics can provide additional lifesaving care to the residents of our communities.

Kites Against Cancer – a Year of Growth

2019 marked Exeter Hospital's eleventh annual kite flying event, which has now expanded into a month of diverse celebrations. On Sunday, May 19, Kites on the Beach drew patients and community members to fill the sky with kites at Hampton Beach in honor or memory of loved ones and friends affected by cancer. The primary fundraising event of the month – Caring Hands – celebrated the impact of donors and community partners and benefited The Beyond the Rainbow Fund, which helps our cancer patients in need. In FY19, the Caring Hands event honored Big Brothers Big Sisters of New Hampshire, Get On Board, Kathy Kerrigan and Neil Meehan, DO. The signature event was the Cancer Survivors Block Party on June 4 (during Cancer Survivors' Week) at Exeter Hospital. Cancer survivors and their families and friends, along with staff and community members, came together for food, live music, raffles, face painting, a photo booth and more.



As part of Kites Against Cancer Month, community groups held events to support our cancer patients. The Oyster River High School's Golf Team once again held the Chris Bamford Memorial Golf Run. The event's namesake was the son of Paul Bamford, the school's varsity golf coach and assistant basketball coach. Chris passed away after a short battle with colon cancer. This year, the total of more than \$26,000 will go to support Exeter Hospital's Cancer Campaign, Together We Can. Paul Bamford has a goal of raising a total of \$75,000 within three years to support the Campaign. He is also providing volunteer leadership in his position of co-chair for the Cancer Campaign Cabinet. Paul was presented with one of our custom painted Beyond the Rainbow chairs this year in appreciation of all his support.



Employees Giving Back

Exeter Health Resources' United in Wellness Employee Giving Program began in 2017 when Rockingham Visiting Nurse Association (VNA) & Hospice was the first affiliate to offer employees the opportunity to give back through payroll deduction. Rockingham VNA & Hospice employee donations support the WE CARE Fund, which is used to meet the requests and special needs of the agency's patients and their loved ones for things such as assistance with household bills, cleaning supplies and medical supplies, as well as to grant last wishes to hospice patients. Exeter Hospital's payroll deduction giving program started in the spring of 2018, with funds supporting new cancer care technology. In April of 2019, payroll deduction was also introduced for Core Physicians, with funds designated to help patients meet basic but serious non-clinical needs connected to accessing care, such as transportation, gas and food. The generosity of employee donors directly benefits our patients and makes a difference in the lives of those in our community who need our services.

Inaugural Event to Support Home Care

Planning for Rockingham Visiting Nurse Association (VNA) & Hospice's inaugural holiday event, "Home is Where the Heart is" began in the summer of 2019. Rockingham VNA & Hospice hosted an Exeter Chamber Business After Hours event at Flag Hill Distillery and Winery in September at which executive director Karen Michel revealed plans for the event and invited the community to help celebrate 100+ years of caring for the community at home. She also thanked Cornerstone at Hampton for their generous partnership as title sponsor and McFarland Ford for their generosity as event host. With the support of the community, "Home is Where the Heart is" was a lively, fun-filled evening and a successful fundraiser. Rockingham VNA & Hospice is committed to providing the best care possible for patients living with life-limiting illnesses, as well as their families and caregivers. Donors are essential partners in the mission.



Katrina June, executive director of Cornerstone at Hampton (left), with Karen Michel, executive director, Rockingham VNA & Hospice.



Our Donors

The Operating Affiliates of Exeter Health Resources Major Gift Donors & Community Advancement Partners

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Left to right: Gary Proulx, MD, Center for Cancer Care, Radiation Oncology, Exeter Hospital; Jamie Thompson, EVP & Sr. Lending Officer, Newburyport Bank; Kevin Callahan, President & CEO, Exeter Health Resources; Lloyd Hamm, Jr., President & CEO, Newburyport Bank; Tim Foss, owner, Foss Motors; Paul Bamford, co-chair, Exeter Hospital's Cancer Campaign

In April, Newburyport Bank presented a gift of \$100,000 to Exeter Hospital's Capital Campaign. Lloyd L. Hamm, Jr., President & CEO of Newburyport Bank told us why he feels this is such a worthy cause: "The Center is an incalculable benefit for Exeter and all of the surrounding New Hampshire communities. Instead of having to travel far and wide to get the best cancer care, those in need can benefit from world-class care right in their own backyard. That extends lives. Saves lives. And enriches the overall values of our communities."

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Geoff Pendexter, owner, Whirlygigs; Laura Chopelas, EMS manager; Sonya Blancato, ED tech; Julie McDaniel, RN; Kristina Edgerly, ED tech; Jennifer Fleming, RN; Roger Bailey, ED director.

Small Store – Big Commitment

We recognized Geoff Pendexter, owner of Whirlygigs, a small toy store in downtown Exeter, this year at one of our United in Wellness events for five years of generously donated teddy bears. Each December, the store holds Bears That Care and for every teddy bear sold, the store donates two teddy bears to be given to children who are patients in Exeter Hospital's Emergency Department. In the five years, that totals more than 1,600 teddy bears donated. We are also grateful to all the shoppers who chose to purchase teddy bears, knowing they were making a difference. This is one of the wonderful ways we are truly United in Wellness – a local business, community members and our hospital coming together to help our youngest patients.

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Liam Tipping with parents Kyle and Alicia.

The Caring CUREsaders were the top fundraising team once again at this year's United in Wellness Cancer Walk & Trick or Treat Trot 5K, with 63 team members participating. Young Liam Tipping (aka Batman) helped lead the fundraising charge, raising over \$1,500 for the Beyond the Rainbow Fund, directly helping our cancer patients in need. Liam and his parents created many superhero themed social media posts leading up to the event and he inspired people from all over the region to support our patients.

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Ansel Braseth (center) with hospice volunteers, all of whom are veterans.

We Honor Veterans

Rockingham VNA & Hospice honored Ansel Braseth in his home in June with a pinning ceremony to honor him for his service in the Navy, partly during World War II and continuing through the Korean War. The ceremony was part of the We Honor Veterans program, a national awareness campaign conducted by the National Hospice and Palliative Care Organization in collaboration with the Department of Veteran Affairs. Ansel was a hospice patient at that time, and his home was filled with family, neighbors, friends and hospice volunteers. All of the volunteers were retired military personnel themselves and one, John Barvenik, retired Army, presented Braseth with his pin and plaque.

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Shoot for a Cure Returns

Created by a young man named Casey Glynn fourteen years ago, the Shoot for a Cure fundraiser took place in December, thanks to the dedicated efforts of Exeter High School hockey coach Jim Tufts, featuring a scrimmage game between the Exeter High School and St. Thomas Aquinas boys ice hockey teams. The event has raised more than \$32,000 over the years, and the funds raised this year were donated to The Beyond the Rainbow Fund to support our cancer patients in need.

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Jennie Small with her husband Charlie and daughters Madison (far left) and Bella.

Ten years ago, Jennie Small was 29 years old and 15 weeks pregnant with her third child when she was diagnosed with stage 3, double negative, HER2 positive breast cancer. At 16 weeks pregnant she had her first of two mastectomies and reconstruction with Diane Palladino, MD and Kimberly Marble, MD. She had chemotherapy in her second trimester and then Isabella was delivered at 35 weeks, healthy and thriving. Gary Proulx, MD then guided her through radiation treatments. Already mom to two young children, Jennie was so thankful she could have all her treatments locally at Exeter Hospital, because the treatments would have been the same had she gone to a Boston hospital. Jennie spoke at this year's Cancer Walk & Trick or Treat Trot 5K, saying, "I just recently celebrated my 40th birthday, and to be honest with you, I didn't think I would be here to see it. Kyra is now 20, Madison is 14, and Isabella blew out 10 candles in July. I had faith in my hospital, and it has certainly proven to be the correct decision."

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