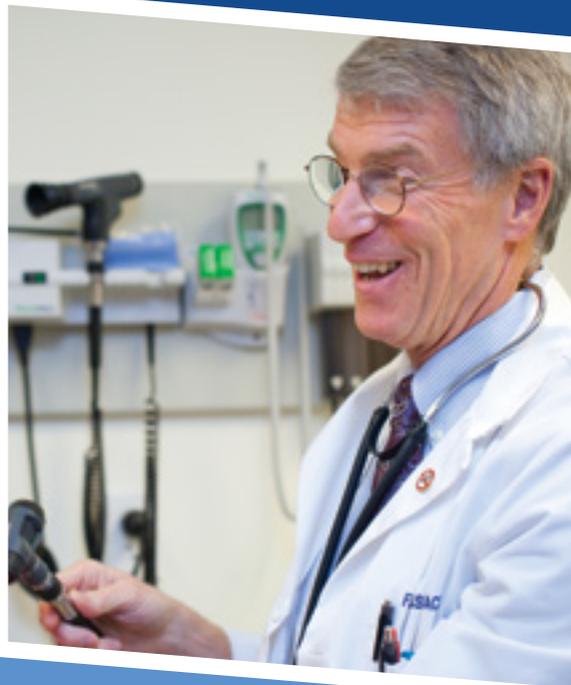




*Where your care comes together.*



# ANNUAL REPORT 2015

## CELEBRATING Our Chief Medical Officer

Dr. Kelsey began his medical career as a staff internist at the Naval Regional Medical Center in Newport, Rhode Island. Seeking a community in which to raise their family, Dr. Kelsey and his wife Kathy arrived in Plymouth. He, along with Dr. John Jehl, established the first internal medicine practice in the community in 1979, which later became affiliated with Speare Memorial Hospital. By 1996, with his perspective from more than fifteen years' experience of practicing medicine, both as an independent and as part of a hospital system, he began to ponder several key questions about care delivery in an increasingly fractured health care environment: How do you take care of the whole person? Who would heal the healers? How do we make a better system for the patient AND the clinician? He recognized if these challenges were not addressed, primary care as a specialty would be in serious peril.

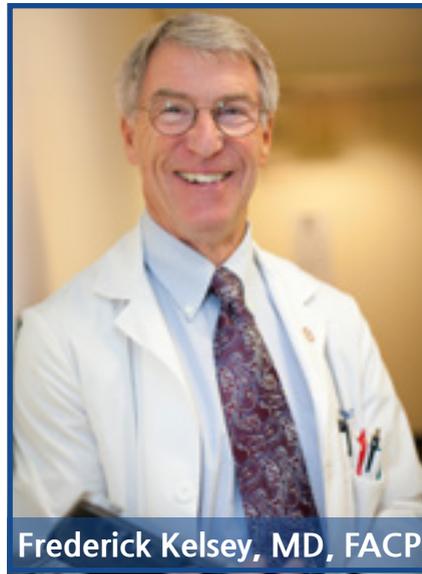
He envisioned a model which supported treating the "whole patient", while providing a high level of career satisfaction for the clinician. He wanted to build a health care system that supported his belief that wellness is much more than just treating illness, It's about inspiring people to be well during all stages of their life and empowering them to make decisions about their own health. He knew that in order to realize his vision, he would need to re-think the way primary care was delivered.

In 2003 Dr. Kelsey teamed up with Sharon Beaty to bring their shared vision to life. Together they created Mid-State Health Center, a cutting-edge practice that provides integrated primary care access to everyone in the community regardless of their ability to pay.

As a result of his many years of thoughtful, patient-centered, insightful innovation, Dr. Kelsey is a recognized leader in developing a model of health care delivery that serves to promote the specialty of primary care as the pinnacle of population health.

His unwavering leadership has ensured that the Mid-State model continues to be not only sustainable, but a replicable model of transformation for other health care organizations. His involvement on both the state and national level speaks to his commitment to primary care access, quality, and the system in which it operates. The medical community in our region and state has benefited significantly from his contributions and will continue to benefit well into the future from his passion and dedication to doing what is right for both the patients we serve and his entire health care team.

Most importantly, Dr. Kelsey remains stalwart in the community, respected for his medical wisdom, compassion, integrity, and humor. It is our heartfelt belief that his impact extends well beyond the healing of patients, he has sparked a movement to heal the health care system.



**Frederick Kelsey, MD, FACP**

## JOINING Our Care Team

**This year Mid-State welcomes four highly qualified clinicians to our care team.**



**Marie Gambale, RDH**

Marie is a Dental Hygienist at our Bristol office.



**Katie Wood Hedberg, APRN**

Katie is a Nurse Practitioner at our Plymouth office.



**Carol Lurie, APRN**

Carol is a Nurse Practitioner at our Plymouth office.



**Kelley Watkins, APRN**

Kelley is a Nurse Practitioner at our Bristol office.

## IMPROVING Oral Health Care

Mid-State's Oral Health Program is off to a great start and community members of all ages and financial situations are now able to readily access dental care. Oral Health Services are open to anyone in the community and we accept most major insurance carriers as well as children's Medicaid. We also offer sliding fee discount to those who qualify. Are you ready to smile? Call our Bristol office to set-up a dental visit today!

## Substance Abuse Services - Medication Assisted Treatment

New Hampshire is facing an opioid addiction crisis. In 2014, New Hampshire experienced a 69% increase of drug-related overdose deaths. Statistics for 2015 indicate heroin and fentanyl related overdose deaths are continuing to skyrocket. As of September, 2015 the percentage of heroin and/or fentanyl related deaths has increased to 84.8% (179) of the 211 opioid overdose deaths so far.<sup>1</sup>

Mid-State's Board and leadership decided that something must be done to begin to address the growing opioid addiction crisis facing the community. Recognizing the dire need for access to Medication Assisted Treatment (MAT), in early August of 2015 Mid-State began offering MAT using a combination of Federal Drug Administration (FDA) approved opioid agonist medication buprenorphine in conjunction with behavioral health counseling on a very limited basis. Due to limited resources, Mid-State is currently only able to offer these services one half-day each week, but hopes that with the of support of donors and additional grant funding, it will be able to expand these services in the near future to serve more people struggling with opioid use disorders. <sup>1</sup>New Hampshire Department of Health and Human Services

Mid-State employs a staff of over one hundred health care professionals committed to providing a personalized, coordinated health care experience for each and every patient.

7 Physicians

1 Dentist

5 APRNs

3 Psychologists

2 Dental Hygienists

1 Social Worker

1 RN Health Coach

1 Patient Support Specialist

1 Outreach &

Enrollment Coord.

4 Registered Nurses

1 Licensed Practical Nurse

2 Dental Assistants

13 Medical Assistants

1 Licensed Nursing Assistant

2 Pharmacy Assistants

1 Lab Technician

13 Patient Services

Representatives

## REVENUE & EXPENDITURES

07/01/2014-06/30/2015

Net Revenue	\$6,878,971
Total Expenses (Less Depreciation and Bad Debt)	\$7,781,479
Depreciation Expense	\$ 147,577
Bad Debt Expense	\$ 103,816
Other Income	(\$ 23,104)
Net Income before Grants	(\$1,177,005)
Grant Income	\$1,286,017
Net Income after Grants	\$ 109,012

### CONTRIBUTING - Giving Our Best

Mid-State employees nominate local charities to be the beneficiary of our monthly "Jeans Day" and the staff makes a donation to wear jeans to work. This year our staff contributed a total of **\$1362.00** to the following organizations:

- ◆ Transport Central
- ◆ The Bridge House
- ◆ Circle Program
- ◆ Tapply Thompson Community Center
- ◆ Honor Flight
- ◆ Bristol Food Pantry
- ◆ Plymouth Food Pantry
- ◆ Got Lunch - Ashland
- ◆ Red Cross - Local Chapter
- ◆ Keeping You Me and Memories Alive
- ◆ Minot-Sleeper Library
- ◆ Newfound Area Nursing
- ◆ Meals On Wheels

### A Look Back at 2015

**\$196,917**  
in Community Care

**35,763**  
Patient Visits

**10,024**  
Patients Served

**118**  
NH Towns Served

## LEADING 2015 Leadership Statement

Health is not merely the absence of disease. It is the physical and emotional wellness of the patient for the length of his or her life. At Mid-State Health Center our mission is to encompass the values important to our patients with caring and qualified clinicians and support staff while promoting a partnership that is the cornerstone of coordinated care management.

It is this time of year when we reflect on the accomplishments and challenges of the year gone by and the future promises and opportunities that a patient-centered focus has in store for all of us. During the roll-out of the Accountable Care Act, we committed to reducing costs, improving patient outcomes and improving the patients' experience. We have made progress toward our goal of care coordination and shared decision making between you and your provider. Mid-State Health Center is positioned to address your needs as the whole person. This is evident by our strong commitment to behavioral health care, oral health care, health coaching for chronic diseases, and social supports to address barriers to health and your quality of life.

Mid-State Health Center is your medical home and we are transforming our practices into what patients want, focusing on patients themselves and all of their healthcare needs. We are committed to the triple aim of better quality, better experience and reduced cost. Our future and your health care promises to be better than ever.

We will soon be working with other providers across the state in New Hampshire Accountable Care Partners to better learn how to



## The Whole Community - The Whole Person

Robert MacLeod, Ph.D., Board President, and Sharon Beaty, M.B.A., Chief Executive Officer

analyze our patients' data to be sure we are meeting their needs and providing services at the best value we can. We continue to participate in learning collaboratives with the Citizens' Health Initiative and the Endowment for Health so that we learn the best practices for improving health in our community. Our partnerships with the NH Charitable Foundation and NH Department of Health and Human Services incorporate emergency preparedness, immunizations and substance misuse prevention into our work. Our participation in the Central New Hampshire Health Partnership will lead to the coordination of local services so that we make the best use of our community's resources. This includes Speare Memorial Hospital, Pemi-Baker Community Health, Newfound Area Nursing Association, Communities for Alcohol- and Drug-Free Youth, Genesis Behavioral Health, and the Community Action Program Belknap-Merrimack Counties, Inc.

Your Mid-State Health Center professionals will continue to address barriers to good health by integrating services that define the whole person. Here are two examples:

**Oral Health Care**  
Mid-State Health Center understands the underserved needs of our communities when it comes to oral health care and its relationship to the overall lack of access to care and how the mouth reflects general health and well-being. Good oral health care helps mitigate the risk factors common to many diseases, such as tobacco use and poor dietary practices.



Our highly qualified oral health care professionals are ready to serve you in our Bristol office.

**Behavioral Health Care**  
Mid-State Health Center professionals are ready and able to treat behavioral health illnesses effectively and appropriately. Our qualified psychologists and other caregivers focus on the positive aspects of good behavioral health and at times the need for our immediate attention. Promoting behavioral health for all our communities will require the most up-to-date treatment and more importantly our resolve to continue to invest in the whole person.

We are proud to be part of the Plymouth and Bristol greater communities. Our clinical office environments are comfortable and comforting. Our clinicians and support staff are second to none. Our breadth of services is impressive.

But our efforts are not enough without your partnership.

How can you help? Make an appointment for that wellness visit, get that screening test. Work with us on promoting health and preventing disease. Help us promote lifestyle changes: take one more step and one less bite. Join Mid-State's portal, and see us on Facebook for healthful tips. As partners in your care, we can improve your health and the health of our larger community. Everything is possible if we work together!



# GOVERNING

## Our Board of Directors

Robert MacLeod President	Thornton
Linda Dauer Vice President	Plymouth
Timothy Naro Treasurer	Plymouth
Ann Blair Secretary	Rumney
Carol Bears	Hebron
Mary Cooney	Plymouth
James Dalley	Plymouth
Scott Stephens	Campton
Jeffrey White	Alexandria

### Non-Voting Members

Sharon Beaty, MBA, FACMPE  
Chief Executive Officer

Frederick S. Kelsey, MD, FACP  
Chief Medical Officer

Tonya Warren, PhD,  
Behavioral Health Director

Diane Arsenault, MD, FAAFP,  
HPM,  
Physician



*Where your care comes together.*

# SUPPORTING

## Where Our Community Comes Together

Mid-State Health Center wishes to thank and recognize the individuals and organizations whose support helps our patients access health care services by contributing to our annual operations between July 1, 2014 and June 30, 2015. Their dedication and commitment to the health of our region help our most vulnerable members of the community. These supporters ensure Mid-State is able to continue to deliver on its promise to provide high quality primary care to all regardless of their ability to pay, a promise we are dedicated to keeping.

AmazonSmile Foundation  
Mr. & Mrs. Jack Armstrong  
Dr. Diane Arsenault  
Sharon Beaty & Wendell Broom  
Dr. Andrea Berry  
Carol Bears  
Ann Blair  
Bi-State Primary Care Association  
of NH & VT  
Bureau of Primary Health  
Care - Health Resource and  
Service Administration  
Kim Catucci  
Mary Cooney  
James Dalley  
Linda Dauer  
Dr. Gary Diederich  
Allision Dill, APRN  
April Dross  
Kimberly Fader, APRN  
Dr. David Fagan  
Robin Fisk  
Dr. Frederick Kelsey  
Wendy Lasch-Williams  
Robert MacLeod  
Joseph McKellar, LICSW  
Timothy Naro  
N.H. Charitable Foundation -  
The Conrad N. Hilton  
Foundation

NH Department of Health &  
Human Services - Division of  
Public Health Services -Oral  
Health Program  
NH Division of Public Health  
Cynthia Piper  
Pamela Plummer  
Dr. Venkata Purimetla  
Dr. Alan Rosen  
Peggy Rosen  
Dr. Vincent Scalese  
Dr. Claire Scigliano  
Speare Memorial Hospital  
Scott & Mary Jo Stephens  
William Sweeney Jr.  
Town of Alexandria  
Town of Danbury  
Town of Lincoln  
Town of Thornton  
Town of Warren  
Town of Wentworth  
Dr. Tonya Warren  
Jeffrey White  
Dr. Kelley White  
Lindsay Woodward