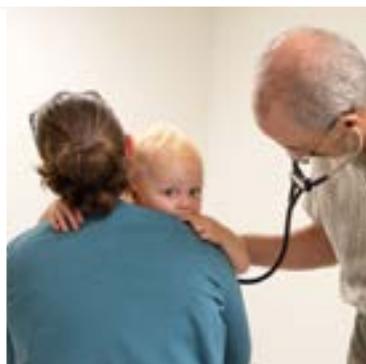


Where **your**  
care comes  
**together.**



2017 ANNUAL REPORT



# NAVIGATING the Evolution of Health Care

Robert MacLeod, PhD, Board President, and Sharon Beaty, MBA, Chief Executive Officer

In the midst of an increasingly complex and uncertain health care landscape, Mid-State Health Center strives to be your preferred community provider. Over the past year, Mid-State Health Center received recognition for its innovation and steadfast commitment to the community it serves by the health care industry and most importantly, our patients.

Throughout the annual report this year, we have shared just a few of the hundreds of positive comments we have received from patients. Our patient satisfaction survey shows that we are continually performing at a high level, year in and year out. We believe the patient voice speaks volumes about the care, compassion, and quality of our team and the services we provide.

Mid-State also received the acknowledgment of our peers in the health care industry. The National Committee for Quality Assurance (NCQA) distinguished Mid-State at its highest level of Patient-Centered Medical Home recognition. Mid-State earned this prestigious recognition through our commitment to providing a patient-centered approach to care that is measurable and results in patients that are happier and healthier. As the first Federally Qualified Community Health Center in New Hampshire to utilize electronic medical record transmission for referring patients to QuitWorks-NH for tobacco treatment, Mid-State was recognized by the NH Department of Health and Human Services. We also proudly share that Dr. Kelly Perry, our Family Dentist/Dental Director, recently received the NH Dental Society's 2017 Community Service Award and accepted funding from Northeast Delta Dental to acquire new equipment for our growing oral health program in the Bristol office.

As we continue to grow and evolve in the ever-changing health care landscape, Mid-State Health Center believes that at the core of excellence is patient engagement and encouraging patients and families to be actively involved in their care. We are and will continue to be dedicated to delivering award-winning care that our patients have come to expect and deserve. Our success is firmly rooted in the commitment of our outstanding staff serving our community in a way that results in a compassionate patient-centered care experience for our patients and families.



**"Very happy since I came to Mid-State, feels like a family environment here. I also go to Bristol dentist, feels the same over there. Never want to go anywhere else."**

*~Mid-State Patient*

# REVENUE & EXPENDITURES

07/01/2016-06/30/2017

Net Revenue	\$8,191,854
Total Expenses (Less Depreciation and Bad Debt)	\$9,534,096
Depreciation Expense	\$ 182,048
Bad Debt Expense	\$ 65,114
Other Income	(\$ 23,104)
Grants and Donations	\$1,834,400
Net Income after Grants	\$ 221,892

## COLLABORATING

As a partner in New Hampshire Accountable Care Partners (NHACP), Mid-State Health Center continues to work with eight other New Hampshire healthcare organizations to provide Medicare patients more coordinated, higher quality care, while managing costs.

NHACP members include: Catholic Medical Center, Concord Regional Visiting Nurse Association, Exeter Health Resources, Mid-State Health Center, Southern New Hampshire Health System, Concord Hospital, Elliot Health System, Riverbend Community Mental Health and Wentworth-Douglass Health System. Fifty-five thousand Medicare beneficiaries are assigned to the ACO based on an existing relationship with a participating provider.

Final performance results for the NHACP shared savings program in 2016 show 94.5 percent quality performance, which is approximately five points higher than the previous year. The ACO also realized more than \$6 million in savings for Medicare in the last year, which brings the ACO closer to achieving its shared savings goal.

## REACHING OUT

### A Newfound Smile

On a mission to bring smiles to school-aged children and their parents, Mid-State Health Center teamed up with the Newfound Area School District in the fall of 2016 to launch a school-based



Oral Health Outreach Program in the Newfound area schools. The Oral Health Outreach Program provides oral health education in classrooms and on-site hygiene services at the middle and high school for students. The first year was a great success. Over 800 students attending the Newfound elementary and middle schools received classroom-based oral health education and students at the middle and high schools received 157 oral health screenings and 140 prophylaxis visits as part of the mobile hygiene services Mid-State offered onsite at the schools.

Mid-State is pleased to collaborate with the Newfound Area School District leadership, principals, school nurses, students and their families to ensure the youth in our region have healthy smiles. The oral health outreach program is well underway for the 2017-18 school year. Through the generosity of the Northeast Delta Dental Foundation, the New Hampshire Electric Cooperative, and the Speare Memorial Hospital Community Health Grant Program, Mid-State secured mobile oral health equipment and educational supplies necessary to offer oral health education and hygiene services in community-based settings. Mid-State truly appreciates these organizations' commitment to the health of our communities and their support in making the Mid-State's School-Based Oral Health Outreach Project a reality.

## JOINING Our Team

Mid-State welcomed seven highly qualified professionals to our team.



Elizabeth Figueroa,  
RN  
Director of Clinical  
Support



Viking Hedberg,  
MD, MPH  
Pediatric &  
Adolescent  
Medicine Physician  
Plymouth



Amy McCormack,  
APRN  
Family Nurse  
Practitioner  
Plymouth



Alison Orr  
Montessori  
Director



Teresa Smith de  
Cherff, MD  
Internal Medicine  
Physician  
Plymouth



Megan Sottak,  
APRN  
Family Nurse  
Practitioner  
Plymouth



Kimberly Spencer,  
LICSW  
Clinical Social  
Worker Plymouth  
and Bristol



## CONTRIBUTING Giving Our Best

Each month Mid-State employees nominate a local charity 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 **\$2904** to 14 non-profit organizations.

## EXPANDING Our Focus

### Mid-State purchases computerized vision screening equipment.

Traditional methods of vision health screening in a primary care setting are often limited to an eye chart hung in a hallway and a flash of light in bright room. Mid-State’s clinical team wanted more - a better way to screen the vision of their patients to promote early detection of vision-related challenges. Recognizing the limits of traditional methods in supporting healthy eyes, Mid-State recently invested in computerized vision screening equipment to provide better preventive screening for its patients. The new vision screener for general eye health is non-invasive and able to scan the eyes of children as young as 6 months of age to identify vision challenges earlier in a child’s development. Mid-State also offers new computerized retinal screening for diabetics who may be at risk for diabetic retinopathy, a condition that can lead to sight loss if it is not treated. This new vision screener will help to detect retinal issues in diabetic patients earlier to help them seek treatment for diabetes related eye issues. The new computerized screening devices support healthy vision as an important part of Mid-State’s goal to care for the “whole” person.

# STRENGTHENING Our Patient Experience

In early 2017, Mid-State's team began redesigning its care delivery model that focuses on improving the patient experience. A steering committee comprised of staff representatives from all departments is leading the change process. The committee meets regularly to discuss the ongoing implementation, identify areas in need of improvement, and develop creative solutions to address challenges. The most notable change from the patient perspective is the improved way we delivery care in each hallway to promote better care coordination. Patients are now have a specific care team of doctors paired with nurse practitioners to ensure they are able to reach a member of their team when their provider is not available. As part of the new care team model in Plymouth, each team has a Resource Nurse who assists by providing follow-up phone calls, dressing changes, and coordinating complicated care.

So many changes also brought some challenges. As part of implementing the re-designed care team, numerous changes were tested and operationalized, while some are temporarily on hold. One such example our patients graciously agreed to help us test was completing patient checkout in the exam rooms. While patients, clinicians, and our support staff enthusiastically applauded it during testing, implementation of this new checkout process would require additional staffing and significant changes in the way patients move through the building so it is on hold until these challenges are successfully resolved.

As this new care delivery model continues to evolve, Mid-State will continue to keep patient care at the center of all it does. Mid-State encourages all patients to complete satisfaction surveys so we might better understand the impact of these changes from the patient perspective.

## LOOKING BACK at 2017

**91%**  
of current  
patients are  
actively or likely  
to refer friends  
and family to  
Mid-State Health  
Center

**\$311,256**  
Total Community Care

**" I am new to the area  
and have been so  
impressed with Mid-  
State! Everyone is so  
kind and helpful, Best  
medical practice I've  
been to. "**  
*~ Mid-State Patient*

**39,966**  
Patient Visits

# GOVERNING

## Our Board of Directors

Robert MacLeod President	Thornton
Pertter Laufenberg Vice President	Campton
Timothy Naro Treasurer	Plymouth
Ann Blair Secretary	Rumney
Carol Bears	Hebron
James Dalley	Plymouth
Audrey Goudie	New Hampton
Cynthia Standing	Ashland
Jeffrey White	Alexandria

# SUPPORTING

## Where Our Community Comes Together

Mid-State Health Center wishes to thank and recognize those whose support ensures 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  
Dr. Diane Arsenault  
Sharon Beaty  
Dr. Andrea Berry  
Ann Blair  
Dr. David Bogacz  
Health & Human Services Administration  
Bureau of Primary Health Care & Office of Rural Health Policy  
Kim Catucci  
James Dalley  
Dr. Gary Diederich  
Katrina Dopp APRN  
Kimberly Fader, APRN  
Dr. David Fagan  
Audrey Goudie  
Greenheart Exchange  
Dr. Viking Hedberg & Katie Hedberg, APRN  
Susan & Herbert Karsten  
Dr. Frederick & Katharina Kelsey  
Aimee Kolomick, LCMHC  
Bob & Maureen Lamb

Doug and Wendy Williams  
Peter Laufenberg  
Carol Lurie, APRN  
Robert MacLeod  
Mainstay Technologies  
Richard Manzi  
Joe McKellar, LICSW  
Patrick & Pamela Miller  
Timothy & Debra Naro  
New Hampshire Charitable Foundation - David Maskell Fund for LRCF  
NH Department of Health and Human Services  
NH Electric Co-op Foundation  
Northeast Delta Dental  
Northeast Delta Dental Foundation  
Kelly Perry, DMD  
Pamela Plummer  
Dr. Claire Reed  
Dr. Alan Rosen  
Peggy Rosen  
April Sargent  
Speare Memorial Hospital

Stand Up Newfound  
Cynthia & Paul Standing  
Sara Jayne Steen & Joseph Bourque  
Dr. Hannah Steinitz & Scott Kresgy  
Scott & Mary Jo Stephens  
Bill Sweeney, Jr.  
Town of Alexandria  
Town of Campton  
Town of Danbury  
Town of Thornton  
Town of Warren  
Tyler, Simms, & St. Sauveur, CPAs, P.C.  
Frank Valenti  
Dr. Tonya Warren  
Kelley Watkins, APRN  
Jeffrey & Jane White  
Dr. Kelley White  
Paula Winsor & Robert Pike  
Ed & Marilyn Wixson  
Lindsay Woodward  
Paula Woodward

## Wishes Granted

- School-Based Oral Health Outreach Program mobile equipment and supplies (Northeast Dental Foundation & New Hampshire Electric Cooperative Foundation)
- New & upgraded equipment for the oral health clinic in its Bristol location (Northeast Delta Dental)
- Support for Mid-State's oral health clinic and school-based outreach program (Speare Memorial Hospital Community Health Grant Program)
- Data analytics software to enhance population health data analysis essential for activities related to quality improvement (Health Resources & Services Administration - Bureau of Primary Health Care)

## Wishes Made

- A dedicated vaccine refrigerator with data logger to ensure proper storage and monitoring of vaccines.(\$550 - wish for 1)
- New wheelchairs for both locations to accommodate patients who need mobility assistance when in the building. (\$200 each - wish for 6)
- Sound mitigation panels to improve patient privacy throughout both buildings (\$1,000/box - wish for 14 boxes)