

# 2020 Annual Report



*Where your care comes together.*

**Mid-State Health Center** delivers primary care and supportive services at both its Bristol and Plymouth offices, offering medical services, dental services, behavioral health counseling, recovery services, and care management for the entire family.



We had a year of exciting and significant accomplishments toward fulfilling our mission. We are honored that over 11,500 patients chose Mid-State Health Center for their care and benefitted from the expertise and compassion of our 150 employees who provided medical, dental, behavioral health, substance use disorder treatment, childcare, and enabling services at our four locations in Plymouth and Bristol, New Hampshire. Each year brings significant new achievements and we are excited to share some of Mid-State's most recent with you.

As we look forward to the years ahead, we know there will be many more opportunities to bring exceptional health care to more patients in our rural communities and beyond. We thank our Mid-State team, sponsors, donors, Board, and community members for sharing this journey with us for the past 22 years. We are actively engaged in this work, and know that we could not do this without your support.



We hope you learn more about Mid-State's commitment to providing high quality care to the most vulnerable members of our community through this report.

Sincerely,



**Robert MacLeod, CEO**



**Timothy M. Naro, Board President**



*Where your care comes together.*

**The mission of Mid-State Health Center is to provide sound primary care to all in the community, regardless of ability to pay.**

## WHO WE ARE

Mid-State is a private, nonprofit that has been providing high-quality healthcare services to the community since 1998. We serve the primary care needs of rural, Central New Hampshire. We currently deliver services in Plymouth and Bristol, NH ensuring access to medical services, behavioral health counseling, and care management to patients of all ages. Our approach values and encourages treatment of the whole patient.

## WHAT WE DO

- Adult and Family Medicine
- Dental Services
- Prescription Services and On-Site Pharmacy
- Infusion Therapy
- Health Insurance Marketplace Assistance
- Behavioral Health Counseling
- Recovery and Substance Use Disorder Treatment
- Imaging and Radiology Services
- Nutrition and Dietitian Services
- Patient Support Services

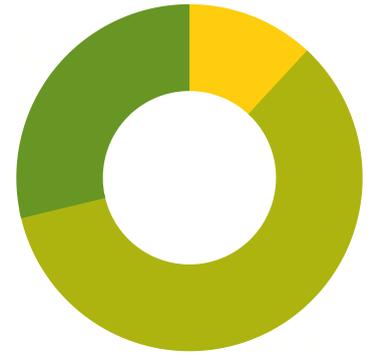


# LOOKING

## At Who We Serve

### By Age

0 -17	12%
18 - 64	60%
65+	28%

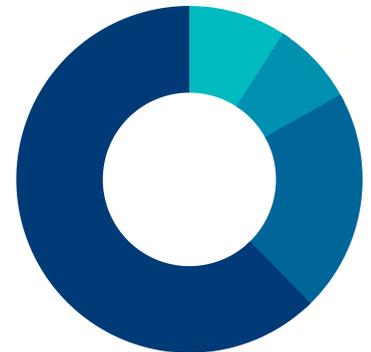


### Poverty Levels (FPL)

At 100% FPL or below	9%
200% FPL or above	32%
Unreported	59%

### Insurance

Uninsured	7%
Medicaid	16%
Medicare	28%
Commercial	48%



# MEASURING

Our Community Impact

**\$336,360**

**in total Charity Care**

“Exceptional quality Providers. I have been a patient since the practice opened. Adding X-ray is a brilliant move. I recently had a telehealth appointment. I felt the care was complete thoughtful and thorough. I understand it is not for everyone but suited my needs and was a full 30 minutes. Thank you for taking good care of me and my family!”

- 2020 Patient Satisfaction Survey

**42,066**

**Patient Visits**

“I have been at Mid-State for over two years. I am always grateful for our team made up of hard-working individuals that have one goal in mind: to take care of our patients in the most caring and professional way possible. I'm always impressed by our commitment to that mission.”

- 2020 Employee Satisfaction Survey

# WELCOMING

New Clinical Team Members



**Jennifer Bentwood, MD**  
Family Medicine



**Sunny Gaudet, DMD**  
General Dentist



**Stephen Regan, MD**  
Internal Medicine



**Mark Cartier**  
Imaging Services  
Manager



**Amanda Schor**  
Sonographer

# LEADING

Our Medical Director

Dr. David Fagan, MD,  
A longtime Internal Medicine physician at Mid-State, began in his new role as Medical Director for the health center in early May. Dr. Fagan brings extensive experience working in clinical health care in a career that spans more than thirty years with over ten years as a part of Mid-State's care team.



# Imaging Center

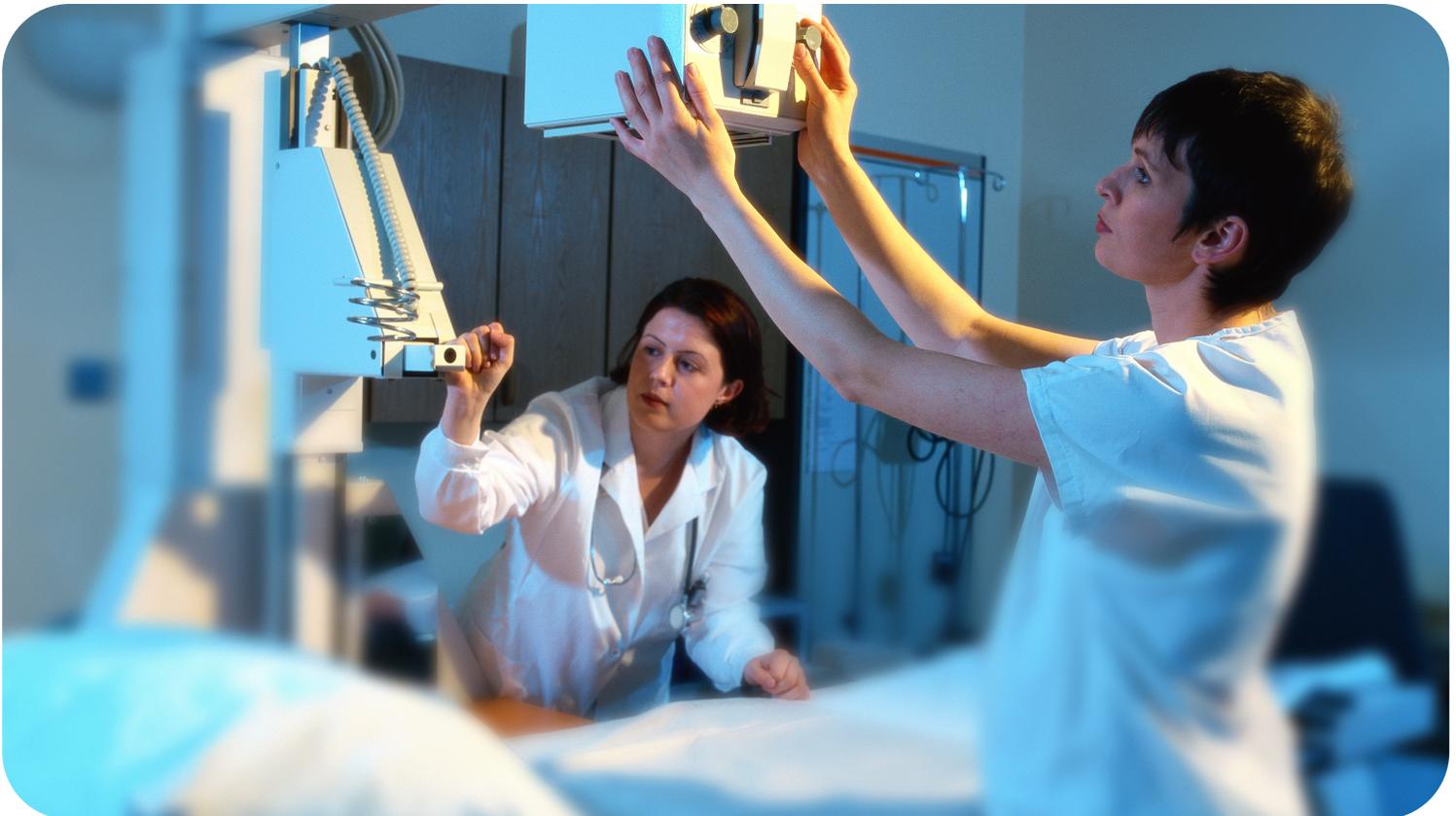
## X-Ray and Ultrasound Services

Mid-State's Imaging Center at Boulder Point opened in March of 2020, providing access to Digital X-ray and Ultrasound services using the latest in high-quality imaging technology.

Mid-State's Imaging Center is open to all in the community, by referral of their provider, offering a local and cost-effective imaging option. The new advance Digital X-ray equipment provides for a broad array of general X-rays for patients of all ages for common concerns, such as assessing bones for breaks, back pain, and chest X-rays.

"We are extremely happy to bring a cost-effective and convenient imaging option to the region. Mid-State has invested in the best Digital technology and top notch imaging professionals to meet the need of the community" said Robert MacLeod, CEO.

Due to patient demand, and ease of accessibility, Mid-State's Imaging Center was expanded to its Bristol location, allowing for Ultrasounds to be done right in office.



# Feed the Need

A program of Mid-State

Although hunger is often invisible, it's a reality for many in our community, forcing those we know to make the tough decision of which bill to pay instead of buying groceries, or sacrificing meals to afford gas.

Hunger in our community was an existing problem, but when added to the repercussions of the pandemic, things have only gotten worse. The NH Food Bank has stated that as a result of the pandemic, 71,000 additional people will become food insecure in NH - that's a 57% increase! Given the projected staggering increase in people experiencing food insecurity, Mid-State has continued it's Feed the Need campaign for another year.

The Feed the Need program at Mid-State was developed to fight those food insecurities that our patients and their families may face. By implementing an evidence-based screening tool into our primary care model, we are able to identify those patients who may not have the food resources they need to maintain their health. Feed the Need gives our patients who screen food insecure, a bag of healthy groceries along with nutritious recipes that can feed four people for three days, as well as a gift card to the local grocery store for them to purchase fresh meats and produce. In addition, patients are connected with one of our on-site Care Coordinators to help them connect and navigate additional local food resources available.

## FOOD INSECURITY: THE IMPACT

High Healthcare  
Cost



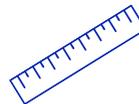
Chronic  
Disease



Missed Work &  
Low Income



Impaired Child  
Growth



U.S. Department of Agriculture Economic Research Service. 2017.

If you're wondering how you can  
contribute to **FEEDING THE NEED**

Visit [midstatehealth.org](https://midstatehealth.org)  
AND CLICK **DONATE NOW**



# RISING ABOVE

## Substance Use Disorder Treatment at Mid-State

In 2020, Mid-State launched RISE Recovery Services, offering substance use disorder treatment and recovery options for anyone in need.

RISE Recovery brings together all of Mid-State's recovery options under one, new brand and highlights Mid-State's highly effective, patient-centered approach. The RISE model of care focuses on the treatment of the whole patient while helping individuals develop coping skills to assist them on their path to recovery.

The program offers a variety of services including a Medication Assisted Treatment Program (MAT), Intensive Outpatient Program (IOP), and recovery support services.

- The MAT program helps those in recovery by using a combination of medication and counseling in their treatment.
- The IOP offers a high level of outpatient recovery treatment through a 12-week program that meets 3 times each week and offers education, group, and individual sessions, as well as specialized programming to help participants meet their individual recovery goals.

Recognizing that everyone's recovery path is unique, Mid-State's RISE Recovery Team works together to create a customized treatment plan for each individual based on their recovery goals. People at all levels of recovery in the program are encouraged and supported as they RISE from the grips of their addiction and embrace their new future and recovery journey.



a program of Mid-State Health Center



# RESPONDING

## To the COVID-19 Pandemic

2020 has been a year of great challenges for the country, our local community, and Mid-State Health Center, however it's also been a year of great reward at meeting those challenges.

The safety of Mid-State's patients and staff were at the forefront of our pandemic response. By instituting a mandatory mask policy early on, we were able to mitigate the risks that those in our building would face. In addition, and like many health care organizations, we hired staff for front door screening for all those who enter our building. We were also able, with the generous donation of Jessie Soleberg and his company, Mad River Tents, to create outdoor visits to see patients who had potential COVID-19 symptoms.

Although this has since moved indoors, we are excited to announce our renovations to create a COVID-19 testing space to ensure our patients are protected and comfortable to receive the care that they need, when they need it most.

***Having this screening, COVID tent, and face mask policy has allowed us to remain fully open throughout the entire pandemic. Unlike most hospitals and clinics, we've never laid-off or furloughed a single staff member or closed our clinic services to anyone.***

In addition, Mid-State was able to transition smoothly into telehealth services to allow patients who are unable to come into the clinic to still receive the care that they need. Especially now, healthcare is important to keep up with, and Mid-State was steadfast in continuing primary services throughout the pandemic.



*Learn more about Mid-State's Response to COVID-19 at*

[midstatehealth.org/COVID-19](https://midstatehealth.org/COVID-19)

Telehealth has allowed us to continue to address the mental health needs of Mid-State patients which have greatly increased due to the pandemic. We also continue to address the community's substance abuse crisis with our Recovery Services. We've improved safety for dental patients with improved air flow exchange and protective equipment. We've started doing rapid COVID testing which is available to Mid-State and non-Mid-State patients and gives COVID results in 15 minutes, allowing kids to go back to school and parents to return to work without waiting for days to get results.

The COVID-19 response at Mid-State was led by our hard working and dedicated clinical director, Carolyn Varin, and medical director, David Fagan, and staffed by really brave and committed medical assistants, nurses, physicians, nurse practitioners, and eventually all Mid-State staff, even our managers and CEO. This may be the only place where you could be greeted at the door by the administrator checking your temperature! They withstood cold, wind, rain, heat, bugs, and especially fear as we didn't fully know our risk at the time

*"Mid-State is forever grateful for the community's generosity throughout the pandemic, as well as with our staff's dedication in assuring patients that we will do everything possible to keep them protected, now more than ever."*

*- CEO, Robert MacLeod*



**Dr. David Fagan**  
Medical Director



**Carolyn Varin**  
Clinical Services Director

# ACCOMPLISHING

## Our Yearly Goals

- 156 Patient Rides to provide access to healthcare services at Mid-State
- Over 40 Families fed with our Feed the Need Program
- 3 new services, and 4 new clinical team members
- \$336,360 in unreimbursed Charity Care to the community
- 13.24% increase in staff members
- 42,066 Total Patient Visits



## Looking To the Future

What's next in Mid-State's journey to fulfill our mission of accessible, high quality healthcare to the entire community?

- Stay tuned for more information about our state of the art, environmentally friendly, Children's Learning Center! Construction will begin in early 2021 and will accommodate the increasing demand of the region's families and their children seeking safe and reliable, year-round childcare.
- Mid-State's New Telepsychiatry Services to assist our clinicians and Behavioral Health providers with prescribing psychiatric medications to patients.
- A new and improved Boulder Point Office - Plymouth lobby that will allow the community more accessible COVID-19 Testing options.



# SUPPORTING

# Where Our Community Comes Together

Mid-State Health Center wishes to thank and recognize those who ensure we are able to deliver on our promise to provide high-quality primary care to all regardless of their ability to pay.

Bristol Rotary Club  
Plymouth Rotary Club  
District Rotary Club  
Speare Memorial Hospital  
Jessie Soleberg, Mad River Tents

Town of Alexandria  
Town of Campton  
Town of Danbury  
Town of Groton  
Town of Lincoln  
Town of Thornton  
Town of Warren

Dr. Diane Aresenault  
Amy Begalle  
Dr. Andre Berry  
Quentin Blaine, Esq.  
Mrs. Ann Blair  
Ms. Karen Bourgeois  
Mr. Robert Broadhurst & Mrs. Teri Broadhurst  
Steven Camerino & Sarah Knowlton  
Mrs. Kristen Craig  
Mr. John CUrier  
Mr. and Mrs. James Dalley  
Kim Fader  
Dr. David Fagan  
Erica Faulkner  
Ms. Sunshine Fisk  
Ms. Audrey Goudie  
Mr. John & Mrs. Ann Haartz  
Dr. Dennis Hannon  
Samantha Hooper  
Jane Kellog

Mr. Bill Kharkheck  
Aimee Kolomick  
Bob & Maureen Lamb  
Mrs. Wendy Lasch-Williams & Mr. Doug Williams  
Mr. Peter Laufenberg  
Mr. Michael Long  
Mr. James Lurie  
Mr. and Mrs. Robert MacLeod  
Amy McCormack  
Joe McKellar  
Katie Marrow  
Patrick & Pamela Miller  
Jim Mulroy & Chris Keppelman  
Mrs. Debra Naro, CADY  
Patricio Nicolalde  
Mr. Jeffrey Owen  
Carina Park  
Dr. Kelly Perry  
Dr. Stephen Regan  
Ron Reynolds & Jane Kellog  
Dr. Alan Rosen & Mrs. Peggy Rosen  
Ally Schwab  
Rene Schwartz  
Dr. Claire Scigliano  
Mr. AJ Sousa  
Larry and Eleanor Spencer  
Sara Jayne Steen & Joseph Bourque  
Mr. Mark Troiano  
Dr. Tonya Warren  
Kelley Watkin APRN  
Jeffrey & Jane White  
Ms. Paula Winsor & Mr. Robert Pike  
Katie Wood Hedberg, APRN



# GOVERNING

## Our Board of Directors

**Timothy Naro** Plymouth  
President

**Peter Laufenberg** Thornton  
Vice President

**Carina Park** Plymouth  
Secretary

**Todd Bickford** Campton  
Treasurer

**Carol Bears** Hebron  
**Nicholas Coates** Campton

**Isaac Davis** Bow

**Sunshine Fisk** Tilton

**Lee Freeman** Thornton

**Mike Long** Plymouth

**Joseph Monti** Thornton

**Cynthia Standing** Ashland

### *Honorary Members*

**Ann Blair** Rumney

**James Dalley** Plymouth

# LEADING

## Our Management Team

**Robert MacLeod, PhD**  
Chief Executive Officer

**Bill Sweeney, MBA**  
Chief Financial Officer

**David Fagan, MD**  
Medical Director

**Andrea Berry, DO**  
Bristol Lead Physician  
Recovery Services Director

**Kelly Perry, DMD**  
Dental Director

**Tonya Warren, PsyD**  
Behavioral Health Director

**Amanda Bennett**  
Assistant Finance Director

**Kim Catucci**  
Facilities Director

**Rebecca Ekholm**  
Compliance, Patient  
Experience, and Risk Director

**Lyn England**  
Human Resources Director

**Audrey Goudie**  
Marketing, Communications,  
and Philanthropy Director

**Debbie Guilbert**  
Patient Services Director

**Wendy Williams**  
Grants and Programming Director

**Carolyn Varin**  
Clinical Services Director

**Alison Orr**  
Children's Learning Center Director

# REPORTING Our Financials

## Revenue and Expenditures

July 1, 2019 - June 30, 2020

<b>Net Revenue</b>	<b>\$10,105,334</b>
<b>Total Expenses</b>	<b>\$12,116,791</b>
<b>Depreciation Expense</b>	<b>\$181,405</b>
<b>Bad Debt Expense</b>	<b>\$59,863</b>
<b>Income/(Loss) before Grants</b>	<b>(\$2,252,726)</b>
<b>Grants and Donations</b>	<b>\$1,911,439</b>
<b>Net Income/(Loss) after Grants</b>	<b>(\$341,286)</b>





# **Mid-State Health Center 2020 Annual Report**

101 Boulder Point Drive  
Plymouth, NH 03264

100 Robie Road  
Bristol, NH 03222

258 Highland Street  
Plymouth, NH 03264