

Where your care comes together

2021

ANNUAL REPORT



MID-STATE
HEALTH CENTER



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

OUR STORY

Mid-State Health Center is a private, nonprofit Federally Qualified Community Health Center (FQHC) that opened in 1998, filling a void for primary care in our rural region. And today, over two decades later, Mid-State continues to provide high-quality healthcare **to all who need it, regardless of the ability to pay.**

We serve the healthcare needs of rural, Central New Hampshire, delivering services at four offices in Plymouth and Bristol to more than 12,000 patients per year. Our approach encourages the treatment of the whole patient.

OUR SERVICES

- Adult and Family Medicine
- Women's Health
- Dental Services
- Prescription Services and On-Site Pharmacy
- Infusion Therapy
- Health Insurance Marketplace Assistance
- Behavioral Health Counseling
- Recovery and Substance Use Disorder Treatment (RISE Recovery)
- Imaging and Radiology Services
- Nutrition and Dietitian Services
- Patient Support Services
- Transportation
- Food Security Resources

Mid-State is proud to be a recovery-friendly workplace

BUILDING A HEALTHY COMMUNITY

A MESSAGE FROM OUR CEO AND PRESIDENT

At Mid-State Health Center, our goal is to improve the health of our community through whole person focused care. We are honored to provide access to affordable, high-quality healthcare to all members of our community, regardless of insurance status or ability to pay. Serving more than 12,000 patients from the rural region of Central New Hampshire and beyond, our patient-centered, team-based, integrated care model allows patients to access coordinated medical, behavioral, dental, recovery, pharmacy, and imaging services in one healthcare home.

Over the past 5 years, Mid-State has expanded services and locations to better care for our community. We now operate four health center hubs in Plymouth and Bristol, New Hampshire, including two primary care offices, an offsite recovery center, and childcare center. In the coming months, we are looking forward to growing more locations in the region, and expanding upon our high-quality services.

While 2021 was a year of challenges, it was also a year that allowed us to sharpen our ability to think critically and adapt rapidly. Mid-State's care teams continue to work tirelessly to help our community deal with the ongoing impact of the COVID-19 pandemic. This includes offering testing and vaccinations for coronavirus. We have also expanded our behavioral health department to meet the increased mental health needs related to the pandemic and its effects.

Our ability to overcome obstacles was a direct result of the diligence, ingenuity, creativity, and tireless efforts of our entire team. Remaining grounded and focused on what matters most - the health of each one of our patients - was what defined and energized us this past year.

We are looking forward to another year filled with opportunity - opportunity to serve, to grow, and to continue building a healthier community.



A handwritten signature in black ink that reads "Robert MacLeod".

Dr. Robert MacLeod
Chief Executive Officer

A handwritten signature in black ink that reads "Peter Laufenberg".

Peter Laufenberg
Board President



MEASURING: HOW WE MAKE AN IMPACT

As a Federally Qualified Community Health Center in a rural part of New Hampshire, Mid-State Health Center finds itself on the leading edge of innovative, high-quality, patient-centered primary care. This approach helps residents of the communities we serve lead healthier lives and stretch their health care dollars further.

Total Patient Visits
42,066

Total Patients
12,762

Medical Visits
26,321

COVID-19 Tests
4,333

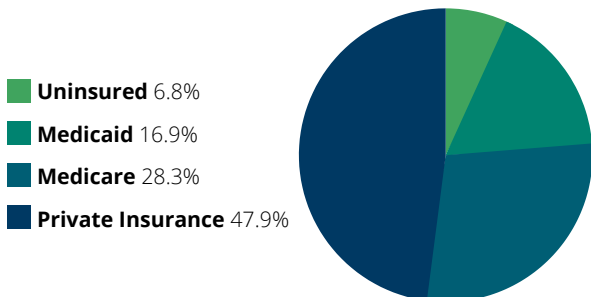
Behavioral Health Visits
2,677

Dental Visits
5,451

Telehealth Visits
11,138

**Unreimbursed
Health Care Costs**
\$270,085

OUR PATIENT POPULATION



FOOD INSECURITY

Provided over **90** families with food resources during COVID-19 quarantine.



Provided over **\$3200** in food-related gift cards and more than **200** bags of food to Mid-State patients.

*Data provided from July 2020 through June 2021

JOINING OUR CLINICAL TEAM

 **Juanita Fernandes, APRN, Same Day Services**

 **Jennelle Guidod, APRN, FNP, Family Medicine**

 **Karen Johnston, APRN, Family Medicine**

 **Val Porcello, Psychiatric Nurse Practitioner**

 **Wendy Weaver, Sonographer**

 **Denise Normandin, Registered Dietitian**

 **Annie Taylor, PsyD, Behavioral Health**

BIDDING FAREWELL TO DR. GARY DIEDERICH

Mid-State will bid a fond farewell to Dr. Gary Diederich as he retires this winter. Dr. Diederich has been serving the patients of our health center for over 21 years.

— “ —

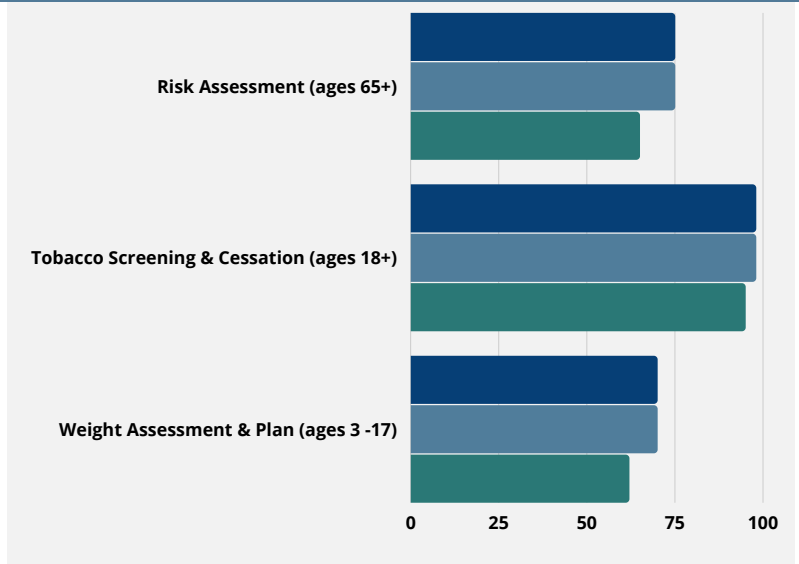
"It has been my pleasure and privilege caring for all of my patients at Mid-State over the past 21 years (out of my 39 years of practicing medicine in Bristol). I am excited for this next chapter in my life to spend more time with my family, explore the beauty of Newfound Lake and New Hampshire, travel across the country, and work on my golf swing."

— ” —



QUALITY COUNTS

At Mid-State, we are passionate about quality. Quality improvement activities are essential in achieving the triple aim; **improving population health, enhancing patient outcomes and experiences, and reducing the cost of care.** Quality activities include using data for improvement, planning and making process changes, and tracking performance over time, all with the goal of improving the patient experience and health outcomes.



During the past year, we focused on the introduction of Telehealth, Mobile Patient Registration, and screening for Social Determinants of Health. Through quality improvement projects like these, and countless efforts from staff, we have continued to improve quality patient outcomes including Fall Risk, Tobacco Cessation, and Weight Assessments and Plans.

Mid-State's Quality Department has brought about national recognition from Health Resources and Services Administration (HRSA). Awards include Health Center Quality Leader, Advancing HIT for Quality, COVID-19 Data Reporter, and continued Patient-Centered Medical Home Designation.



Mid-State has always prioritized quality, affordability, and accessibility to needed healthcare services. With a focus on whole-person health, Mid-State extends its focus on quality beyond primary care, providing accessible resources in dental services, behavioral health, recovery, and enabling services. Our providers strive for the best patient outcomes while remaining affordable and accessible to all.



Our Quality Improvement Team

ADAPTING TO COVID-19



DAVID FAGAN, MD AND JULIE FAGAN

Our healthcare team has continued to provide integrated healthcare while addressing the continuing impacts of the COVID-19 pandemic. As is the case across the nation and globe, our community has been deeply affected, with the need for behavioral health services reaching an all-time high. In response, behavioral health director Tonya Warren and her team of 8 providers is growing, and new services have been added to increase access to care. A psychiatric nurse practitioner has joined the team to provide care for more complex conditions. In addition, our telehealth program has been critical in allowing patients to meet with their provider via video chat or phone if they cannot make it into the office. Although this year was filled with obstacles, this hasn't stopped Mid-State from expanding and growing its primary care services to continue to serve our patients and the community.

- In January, we opened **newly renovated exam rooms** with a separate entrance to safely treat potential COVID-19 patients in a safe manner while still allowing them to be seen. Thanks to funding from HRSA, we were able to complete this project in our Boulder Point office.
- We began drive-up **curbside COVID-19 Rapid Testing and outdoor visits** for potential COVID-19 patients to allow those with COVID-19 symptoms to still be seen by their healthcare provider.
- In February, we partnered with the NH Public Health Network to host a **vaccine clinic** at Mid-State Health Center's Boulder Point office, providing over 600 community members, who were eligible under Phase 1A and 1B with their first dose of the COVID-19 vaccine, followed by a second dose clinic in March.
- We implemented a **vaccine call center** internally to provide patients with up-to-date information on the vaccine.
- Mid-State received our own doses of the **Moderna vaccine** and began providing vaccines to anyone in the community who was eligible to be vaccinated.
- In October, we started **Ready Today PCR testing**, a PCR test with results in as little as 30 minutes, allowing children to get back to school, and parents back to work safely.
- Most recently, we started offering **Moderna boosters** for our patients and are gearing up to provide vaccine to children.

Sununu visits Mid-State Health Center to see GOFFER Funding in Action

Governor Sununu visited Mid-State Health in January to preview our grant funded program that provided vulnerable populations access to food resources, or "Quarantine Grocery Boxes" when they were affected by COVID-19. Mid-State received just over \$15,000 in GOFFER Funding through the State's COVID-19 Relief Fund for the Community Support Program.



REMOVING BARRIERS TO FOOD ACCESS

"Many of those in our community rely on local food banks and community resources to obtain their food, and once affected by the COVID-19 virus and required to quarantine, the resources that they commonly seek become inaccessible," shared Samantha Hooper who led the program implementation.

The goal was to ensure everyone had enough food to complete their quarantine and ultimately reduce the exposure of COVID in the community. With the GOFFER funding, Mid-State was able to supply over 90 families with food resources.

Governor Sununu said "Mid-State didn't take a step back, they took a step forward, making sure they were providing testing and innovative solutions. The kick-off of this program is taking their food service to the next level."

This program was a piggy back to Mid-State's already successful food security program, Feed the Need, that offers Mid-State patients who identify as food insecure to leave our center with three days' worth of food and are connected with a patient support specialist to assist them in establishing a food security plan.



BUILDING THE NEXT GENERATION

Providing a safe, nurturing, play-based environment that fosters independence, and helps build a curious, confident, generation.



The Need for Expanded Childcare

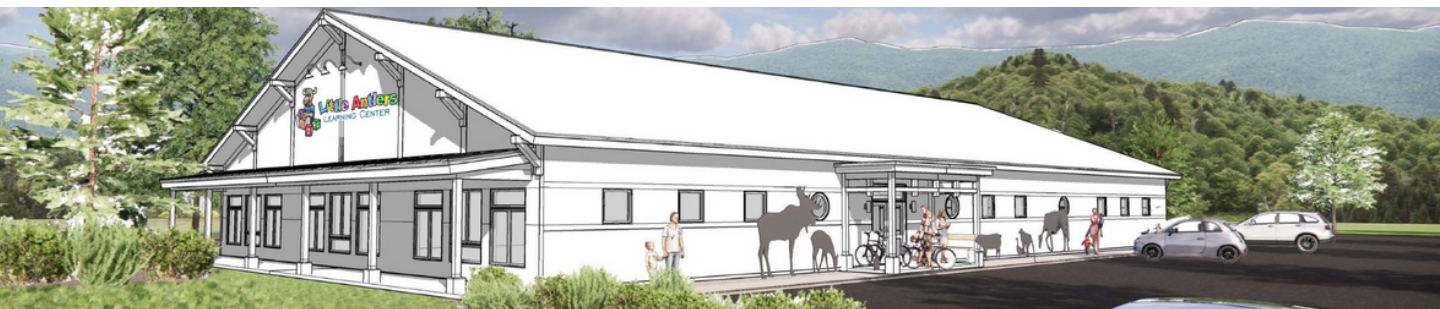
Many families with young children must make a choice between spending a significant portion of their income on child care or leaving the workforce altogether. In a 2017 study from the National Survey of Children's Health, an estimated 2 million parents in the U.S. made career sacrifices due to problems with child care. According to a regional feasibility study conducted in late 2020 identified that 75% of the regions' infant and toddler childcare needs are currently unmet. This leaves the majority of our community's families struggling without access to adequate childcare.

To meet the needs of our community, Mid-State Health Center is committed to help this next generation of children prosper and develop formative skills essential for success in their adult life.

What We Have Planned

Little Antlers is expanding its childcare center to provide space for 60+ children infant through preschool-aged. The new learning center expansion will ensure families have a place for their children to **learn, grow, and play** in a safe and spacious environment. Add to that, 51% of the childcare openings will be given priority for low-to-moderate-income families.

A state-of-the-art energy-efficient building will serve as a learning model for the children and community complete with solar panels to reduce environmental impacts; high-quality HVAC systems to allow for ventilation for increased infection control; indoor and outdoor play spaces for physical activity no matter what the NH weather brings; a children's garden, and more. The Little Antlers Learning Center, located at 742 Tenney Mountain Highway in Plymouth, allows Mid-State to uphold its mission of providing significant social and economic benefits to the community through the delivery of high-quality childcare services to an increased number of children and families.



Where learning and play come together.



Our Vision

The Little Antlers Learning Center is a community investment, giving us a permanent learning home for our childcare program. It will allow us to increase the number of children that we serve to better meet the childcare needs in the community.

Imagine the working families who will have access to affordable, high-quality, educational child care. Imagine all the children whose learning will be enhanced in a facility specifically designed for the best education and child care. At Little Antlers Learning Center children will feel safe, loved, engaged, and ready to take on the world.



Visit littleantlers.org to learn more, view floor plans, and donate to our capital campaign.

FUNDAMENTAL LEADERSHIP

The unified Board of Directors, leadership team, providers, staff, and patients guide each service to achieve Mid-State's vision of quality care for all, resulting in a healthier community.

Our Board of Directors is made of users of our services to ensure major decisions are met with patient input. As a result, we are held accountable for the unique needs of our community. In addition, our board has expertise in healthcare, public health, small business, finance, and non-profits to help keep us on track to success.

Together, our team is improving the patient experience through increased access to affordable, compassionate, high-quality care.

BOARD OF DIRECTORS

Peter Laufenberg, President
Todd Bickford, Vice President
Carina Park, Secretary
Mike Long, Treasurer
Timothy Naro, Past President
Nik Coates **Isaac Davis**
Lee Freeman **Benoit Lamontagne**
Joseph Monti **Chelsea Salomon**
John Scheinman **Jarrett Stern**

HONORARY MEMBERS

Ann Blair **Carol Bears**
James Dalley **Cynthia Standing**

MEETING THE PATIENT EXPERIENCE ADVISORY TEAM



Mid-State Health Center is a patient-centered medical home, meaning the patient is at the center of all we do. In addition to our patient-driven Board of Directors, Mid-State's PEAT Initiative promotes patient involvement in primary care.

PEAT is a group of patients, caretakers, family members, and staff who are committed to improving the quality of the care we deliver. The members share their perspectives and provide meaningful feedback on a wide variety of topics that affect the patient and family experience, including process changes, new services, and events.

We thank our PEAT group for their valuable input and involvement in our practice!

Interested in joining the PEAT?

Contact our quality team at
quality@midstatehealth.org.

OUR LEADERSHIP TEAM



Robert MacLeod, PhD
Chief Executive Officer



Bill Sweeney, MBA
Chief Financial Officer



David Fagan, MD
Medical Director



Amanda Bennett
Assistant Finance Director



Andrea Berry, DO
Bristol Lead Physician
Recovery Services Director



John Brochu
Bristol Office Manager



Amy Dennis
Human Resources Director



Josh Furbish
Facilities Director



Audrey Goudie
Marketing, Communications,
and Philanthropy Director



Erica Haase
Compliance and Risk Officer



Samantha Hooper
Marketing and Strategic
Communications Manager



Alison Murphy
Children's Learning Center
Director



Kelly Perry, DMD
Dental Director



Tonya Warren
Behavioral Health Director



Wendy Williams
Grants and Programming
Director

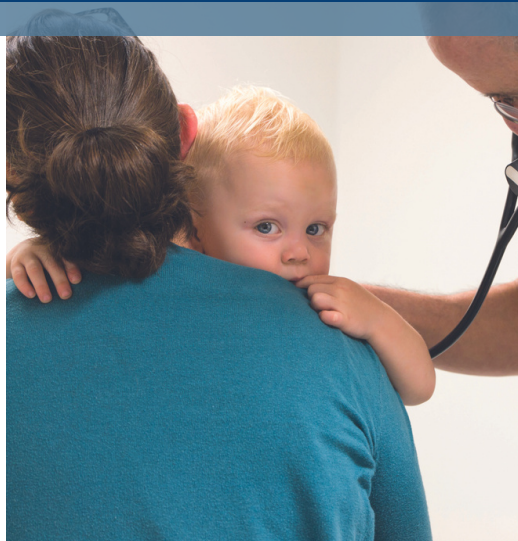


Carolyn Varin
Clinical Services Director

"I didn't feel like a number. I felt like everyone cared and that my questions and concerns were important."



Thank you from all of us.



"I felt heard and had confidence in my treatment."

SUPPORTING: Where our **community** comes together.

To Our Donors:

We would like to thank our donors who made generous gifts this past fiscal year. The individuals, donor-advised funds, foundations, corporations, and government entities listed are critical partners whose support makes our work possible. Fulfilling our mission of providing sound primary health care and beyond would not be possible without the support of our community.

Anagnost International
Andrews Construction
Dr. Diane Arseneault
Amy Bagelle
Jane Berlent
Dr. Andrea Berry
Mrs. Ann Blair
Karen Bourgeois
Joseph Bourque
Bristol Rotary Club
Robert Broadhurst
Mr. John Brochu
Mrs. Liz Brochu
Anne Bryan
Kathleen Cheever
CADY, Inc.
Mary Crane
Conklin & Reynolds, PA
Mr. John and Mrs. Donna Carrier
James Dalley
Mr. Peter Daniels
Ellie Dimick
Leslie Dion
Dr. David Fagan
Erica Faulkner
Sunshine Fisk
Josh Furbish
Genoa Healthcare
Audrey Goudie
Samantha Hooper
John M. Bryan Family Fund
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Mr. Nate Kaplan
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Mr. Benoit Lamontagne
Mrs. Wendy Lasch-Williams & Mr. Doug Williams
Peter Laufenberg
Debbier Lurvey
Littleton Regional Healthcare
Micheal Long
Zach Long
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Mainstay Technologies
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George Vozeolas
Kimbly Wade
Sharon Wall
Kelley Watkins
Jeffrey White
Katie Wood Hedberg
Kevin Young
Monica Zulauf

MANAGING RESOURCES

Thank you to the generous donations and grants by federal, state, local partners, and individuals.

Throughout the fiscal year 2021, Mid-State Health Center maintained strong financial performance while continuing to experience an increase in demand for our services. Mid-State cared for more than 12,000 patients with over 40,000 in-office visits and telehealth appointments.

Mid-State continues to be a critical provider for both primary and complex healthcare services. As a result, we are continually expanding services to meet the demand while fulfilling national quality standards.

Revenue and Expenditures

July 1, 2020 - June 30, 2021

Net Revenue	\$12,887,691
Total Expenses	\$14,416,575
Depreciation Expense	\$179,506
Bad Debt Expense	\$261,373
Income/(Loss) before Grants	(\$1,969,763)
Grants and Donations	\$3,768,735
Net Income/(Loss) after Grants	\$1,798,972



"The package of physical, mental, and substance use disorders is beyond a blessing. They are in sync."



Community-Centered Moments.

Mid-State is rooted in its rural community and we are committed to its health and well-being. Surrounded by nature and activity, promoting wellness is a pattern of our lives.



MID-STATE HEALTH CENTER

101 Boulder Point Drive, STE 1
Plymouth, NH 03264
midstatehealth.org



RISE
Recovery
Services



Little Antlers
LEARNING CENTER