



ANNUAL REPORT 2015

INNOVATION.  
COLLABORATION.  
TRANSFORMATION.



EXETER HEALTH RESOURCES

The Art of Wellness



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## CORE PHYSICIANS

**Core Physicians** is a community-based, multi-specialty group practice affiliated with Exeter Health Resources that provides comprehensive primary, specialty and pediatric dental care. More than 70 primary care providers and 60 specialists pursue exceptional patient satisfaction through clinical excellence at convenient locations throughout the Seacoast area.

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## EXETER HOSPITAL

**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/fetal 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.

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## ROCKINGHAM VISITING NURSE ASSOCIATION & HOSPICE

**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 County and the surrounding towns of Barrington, Lee and Durham.

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## LETTER FROM THE PRESIDENT, CEO

For Exeter Health Resources and its operating affiliates: Exeter Hospital, Core Physicians and Rockingham Visiting Nurse Association & Hospice, Fiscal Year 2015 was another year marked by innovation, collaboration and transformation. Despite ongoing volatility and uncertainty in the national and regional healthcare marketplace, the Corporation achieved its financial objectives in 2015 while completing several important growth initiatives and earning regional and national quality awards.

Following two years of thoughtful planning and construction, the new Center for Orthopedics & Movement (housing a collaboration of services provided by Exeter Hospital and Core Physicians) completed its final phase before opening its doors to the public in November 2015. This served as a significant milestone in the advancement of our musculoskeletal services. In co-locating the associated specialty services together in one building, along with rehabilitation, acupuncture and massage, we can better provide convenient, collaborative patient-centered care. The comprehensive Center for Orthopedics & Movement is a destination unlike anything in southern New Hampshire.

Additionally, in Fiscal Year 2015 Exeter Hospital's Center for Cancer Care installed a new, state-of-the-art linear accelerator. The linear accelerator is a highly sophisticated system designed to deliver therapeutic radiation with pinpoint accuracy, speed and precision. The precise accuracy of the accelerator reduces the amount of healthy tissue exposed to radiation, delivering more efficient care while reducing the number of treatments needed.

The American Society for Gastrointestinal Endoscopy, a leading gastrointestinal medical society, recognized Exeter Hospital for its dedication to promoting quality and safety in endoscopy care. Exeter was one of only two hospitals in New Hampshire to receive this quality recognition and one of approximately 450 endoscopy units nationally to be granted the recognition since 2009. This prestigious recognition was achieved by the commitment of Exeter Hospital and Core Physicians' providers and staff to provide quality care and uphold patient safety.

The Athletic Performance Center (APC) of Exeter Hospital opened its newest location inside The Rinks at Exeter in September 2015. This new facility also offers physical therapy services to treat a wide range of injuries and conditions. This is the second location for the APC with its first located inside the RIM Sports Complex in Hampton.

Notably, in Fiscal Year 2015 Exeter Hospital earned recognition as a "Best Regional Hospital" for 2015-16 from U.S. News & World Report and was tied for the number one hospital in New Hampshire along with Dartmouth-Hitchcock Medical Center and Concord Hospital. Exeter was also ranked number ten in the Metro Boston Area and received a "High Performing" rating for treatment of heart failure and chronic obstructive pulmonary disease. Again, such achievements would not be possible without our dedicated and highly skilled clinical providers and staff.

Rockingham Visiting Nurse Association & Hospice (RVNA & Hospice) continued to serve Seacoast residents in 41 communities. Staying true to its mission, RVNA & Hospice provided more than 40 community clinics and programs throughout Rockingham County and southern New Hampshire serving 488 people. Additionally, RVNA & Hospice provided care to 3,900 patients in Fiscal Year 2015 with a total of 97,353 home visits.

These exciting innovations help us to further our mission of improving the health of the community. Additionally, to elevate the level of care we can provide in the region, Exeter Hospital and Core Physicians expanded upon an existing array of clinical collaborations with nationally recognized research/teaching health systems – most recently with Dartmouth-Hitchcock, to support the Corporation's vascular surgical program and occupational health services. Exeter Health Resources' unrelenting commitment to serving the healthcare needs of the region through innovation, collaboration and transformation in no small way continues to provide the foundation for community well-being.

Sincerely,

Kevin J. Callahan, President, CEO



## INNOVATION: THE CENTER FOR

Throughout FY 2015, the former Synergy Health & Fitness building was transformed into **The Center for Orthopedics & Movement**, a musculoskeletal center that brings multiple Exeter Hospital and Core Physicians' practices together to enable collaboration, convenience and patient-centered care. Our innovative new destination center brings team-based care to one convenient location and is unique to the greater Seacoast area.

Bringing these related services together under one roof eliminates the need for patients to have numerous appointments in different locations, and often enables patients to see multiple providers in one day. Co-locating services and clinical providers also allows for improved efficiencies in the delivery of care while maximizing communication among providers.



ORTHOPEDICS | SPORTS MEDICINE | NEUROLOGY  
NEUROSURGERY | PHYSIATRY | PODIATRY

# ORTHOPEDICS & MOVEMENT

The Center opened just after the close of FY 2015 for orthopedics, sports medicine, rheumatology, podiatry, physiatry, rehabilitation and massage therapy. Joining the Center in March of 2016 are neurology, neurosurgery, aquatic rehabilitation and acupuncture.

Our new web page, [WhatMovesYouNH.org](http://WhatMovesYouNH.org), provides details about all the services available at the new Center, along with an opportunity for employees and community members to submit a photo and brief description of *what moves them*.

Videos highlighting our new Center can be viewed at [exeterhospital.com](http://exeterhospital.com).



REHABILITATION SERVICES | AQUATIC THERAPY  
RHEUMATOLOGY | ACUPUNCTURE | MASSAGE THERAPY

# TRANSFORMATION

## Beacon Award for Excellence™



The American Association of Critical-Care Nurses (AACN) recently conferred a **silver-level Beacon Award for Excellence on the Intensive Care Unit (ICU)** at Exeter Hospital. The silver-level Beacon Award for Excellence earned by the ICU at Exeter Hospital signifies continuous learning and effective systems to achieve optimal patient

care. Last year, the Progressive Care Unit (PCU) received a gold-level Beacon Award, making Exeter Hospital the only hospital in the state to have two departments with Beacon Awards at the same time.



## Magnet®

Exeter Hospital is a **designated Magnet hospital**, as conferred by the American Nurses Credentialing Center (ANCC) to recognize nursing excellence and innovation. This achievement places Exeter Hospital in the top 7% of hospitals nationwide.



## NCQA

Core Physicians received recognition by the National Committee for Quality Assurance (NCQA) as a **Patient-Centered Medical Home 2011** in their primary care practices.



## Most Wired™

This was the eighth consecutive year that Exeter Health Resources has been named one of the nation's **Most Wired health care organizations** for its use of information technology.



## Mission: Lifeline®

Exeter Hospital received the **Mission: Lifeline Bronze Receiving Center Quality Achievement Award** this year for implementing specific quality improvement measures outlined by the American Heart Association® for the treatment of patients who suffer severe heart attacks.



### ASGE Recognition

The American Society for Gastrointestinal Endoscopy (ASGE), a leading gastrointestinal medical society, recognized Exeter Hospital for its dedication to promoting quality and safety in endoscopy care. Exeter Hospital is one of only two hospitals in New Hampshire to receive recognition in the ASGE Endoscopy Unit Recognition Program, and one of approximately 450 endoscopy units nationally to be granted the recognition since 2009.



### Diabetes Education Excellence

HealthReach Diabetes, Endocrine and Nutrition Center, a program of Exeter Hospital, has been awarded the prestigious American Diabetes Association® Education Recognition Certificate for the quality of their diabetes self-management education program.



## U.S. NEWS & WORLD REPORT EXETER HOSPITAL NAMED BEST IN NEW HAMPSHIRE



Exeter Hospital has been recognized as a “Best Regional Hospital” for 2015-2016 by U.S. News & World Report, and is tied for the number one hospital in New Hampshire along with Dartmouth-Hitchcock Medical Center and Concord Hospital. Exeter Hospital was also ranked number ten in the Metro Boston Area and received a “High Performing” rating for treatment of Heart Failure and Chronic Obstructive Pulmonary Disease (COPD). The annual U.S. News Best Hospitals rankings, now in their 26th year, recognize hospitals that excel in treating the most challenging patients.

# COLLABORATION

*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**

Radiation and medical oncologists and nurse practitioners from the Massachusetts General Hospital Cancer Center provide care to patients at Exeter Hospital's Center for Cancer Care. Services include multidisciplinary clinics, genetic counseling, a nurse navigator and access to clinical trials.

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**

Our relationship with Children's Hospital at Dartmouth-Hitchcock (CHaD) brings **pediatric gastroenterology and pediatric cardiology services** to patients at our Exeter Core Pediatrics office.

Dartmouth-Hitchcock partners with **Core Vascular Surgery** to provide expanded vascular services in Exeter. Dartmouth-Hitchcock also provides a medical director for Exeter Hospital's **Center for Occupational Health**.

## **Great Bay Community College**

Great Bay Community College partnered with Exeter Hospital's primary and specialty care affiliate Core Physicians to launch a new medical assistant training program. The program includes eight weeks of full-time classroom education at Great Bay, followed by four weeks of clinical training. As an incentive, for those who secure employment through Core Physicians, 60% of tuition will be paid and students will receive base pay and eligible benefits during the program. Students will then make a two year commitment of employment.





# COMMUNITY BENEFITS REPORT

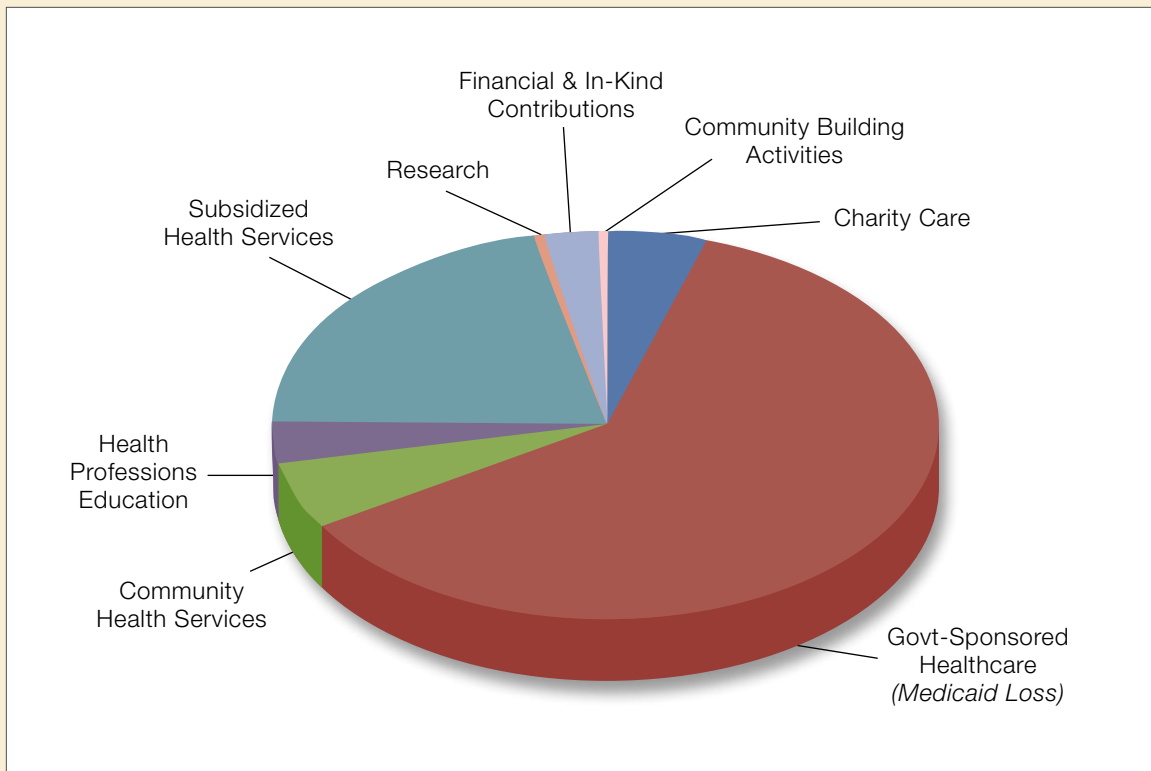
2015



EXETER HEALTH RESOURCES

The Art of Wellness

# GIVING BACK TO THE COMMUNITY



Charity Care .....	\$ 1,735,125
Govt-Sponsored Healthcare ( <i>Medicaid Loss</i> ) .....	\$ 16,916,970
Community Health Services .....	\$ 1,080,883
Health Professions Education .....	\$ 849,420
Subsidized Health Services .....	\$ 5,222,181
Research .....	\$ 152,911
Financial & In-Kind Contributions .....	\$ 690,133
Community Building Activities .....	\$ 217,829
<b>Total .....</b>	<b>\$ 26,865,452</b>

## OUR MISSION

*The mission of Exeter Health Resources and its operating 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 2015 the affiliates provided \$26,865,452 in charity care and other community benefit programs and services to communities in the areas served. Since the inception of the community benefit reporting requirement in FY 2000, the operating affiliates of Exeter Health Resources have provided a total of \$308,785,580 in community benefits.

This report includes an overview of some of the affiliates' many community benefit services and programs that help to address needs identified in the 2013 Community Health Needs Assessment:

Access to primary care – Dental care – Elder care and support services  
Health and wellness services – Mental health care access (behavioral health care)  
Nutrition/obesity – Transportation – Youth suicide/substance and prescription drug abuse

To view Exeter Hospital's Community Health Needs Assessment visit [exeterhospital.com](http://exeterhospital.com).

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## ACCESS TO CARE

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### Financial Assistance

*Exeter Hospital has three components to its health care access program:*

- The Uninsured Care Discount/Hospital Access Plus Program extends a 34% discount off total charges to self pay patients, based off the weighted average of the top three commercial plans.
- The Financial Assistance Program is a community-based program for uninsured and underinsured patients who meet specific income, geographic and other guidelines, and who do not otherwise qualify for any state or federal assistance.
- Exeter’s Catastrophic Care Program provides financial relief for those patients who do not qualify for the Financial Assistance Program, but who are faced with a substantial debt due to a serious illness or injury. This program is calculated based on a percentage of the patient’s gross income.

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*The operating affiliates actively promote these programs through direct patient education, paid advertising and community partnerships.*

**Exeter Hospital** provided \$1,449,764 (calculated at cost) in charity care which served 1,211 people.

**Core Physicians** offers a financial assistance program for patients who meet certain geographic and financial criteria. Core provided \$259,245 (calculated at cost) in charity care which served 698 people.

**Rockingham VNA & Hospice** provided \$26,116 (calculated at cost) in charity care which served 16 people.

**Telehealth Services:** Exeter Hospital provided \$320,771 in Telehealth monitoring services serving 11,548 people.

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## COMMUNITY PARTNERS

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*The operating affiliates of Exeter Health Resources work collaboratively with numerous community agencies towards meeting the needs of the community. These relationships include but are not limited to:*

#### **Lamprey Health Care**

**Exeter Hospital continued its financial support of Lamprey Health Care with a community benefit grant in the amount of \$380,500.**

Lamprey Health Care is New Hampshire's oldest and largest private, non-profit community health center with locations in Newmarket, Raymond and Nashua. The organization serves over 16,500 patients of all ages each year. As a community health center, Lamprey provides primary care and health-related services to all individuals and families, regardless of insurance status or ability to pay. By focusing on prevention and health care management, Lamprey Health Care strives to keep insured and uninsured patients healthy.

#### **Families First Health and Support Center**

**Exeter Hospital made financial contributions to Families First in the amount of \$44,500.**

Families First is a community health center offering a wide variety of health services and programs including primary care, prenatal care, dental care and mobile health care for the homeless.

#### **Connor's Climb**

Exeter Hospital provided support in the amount of \$5,000 to the Connor's Climb Foundation. Connor's Climb is dedicated to preventing youth suicide. The nonprofit raises funds locally to support suicide prevention and education programs in New Hampshire. All of the funds raised directly impact programs for suicide awareness, education and prevention in the New Hampshire community.



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## ADDITIONAL COMMUNITY BENEFIT PROGRAMS & SERVICES

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#### **New Heights** (formerly known as New Outlook Teen Center)

Exeter Hospital continued its support of New Heights in the amount of \$17,250.

New Heights is an experiential learning organization for youth in grades 5-12 and focuses on the development and leadership of exciting, high quality summer and year-round programs designed to unleash potential and open young minds to new possibilities. Programs include adventure, arts and culture, STEM (science, technology, engineering and math) and team building activities. New Heights serves upwards of 700 youth including those from Brentwood, East Kingston, Exeter, Kensington, Newfields and Stratham.

#### **Seacoast Mental Health Center**

Exeter Hospital partnered with Seacoast Mental Health to offer mental health services to patients and their caregivers in the Emergency Department and the Center for Cancer Care. Exeter Hospital helped to underwrite mental health services in the amount of \$432,043 serving 571 people.

#### **Southern District YMCA**

Exeter Hospital provided \$25,000 in support to the Southern District YMCA. The newly opened Exeter Area YMCA is a 33,000 square foot multi-generational health and wellness center. The YMCA believes in developing the whole person and the whole community.

#### **Transportation**

Exeter Hospital's transportation program is an important health care support service provided in response to an identified community need. Each year the program enhances access for hundreds of patients who otherwise would not be able to obtain needed health care and health related support services. Exeter Hospital provided 327 transports at a cost of \$25,918.

#### **Youth Suicide/Substance and Prescription Drug Abuse**

Exeter Hospital made financial contributions to the **United Way of the Greater Seacoast** of \$23,500, specifically designated to support their efforts in youth substance abuse prevention and education services.

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#### **Community Health Services**

*The operating affiliates of Exeter Health Resources continued to provide various support programs and services to improve the health and wellness of the community. These include but are not limited to:*

**Community Education Programs:** Exeter Hospital provided community education services at an expense of \$537,755 serving 5,326 people.

**Cancer Wellness and Diabetes Support Programs:** Exeter Hospital served 675 people in its cancer and diabetes programs at \$863,248.

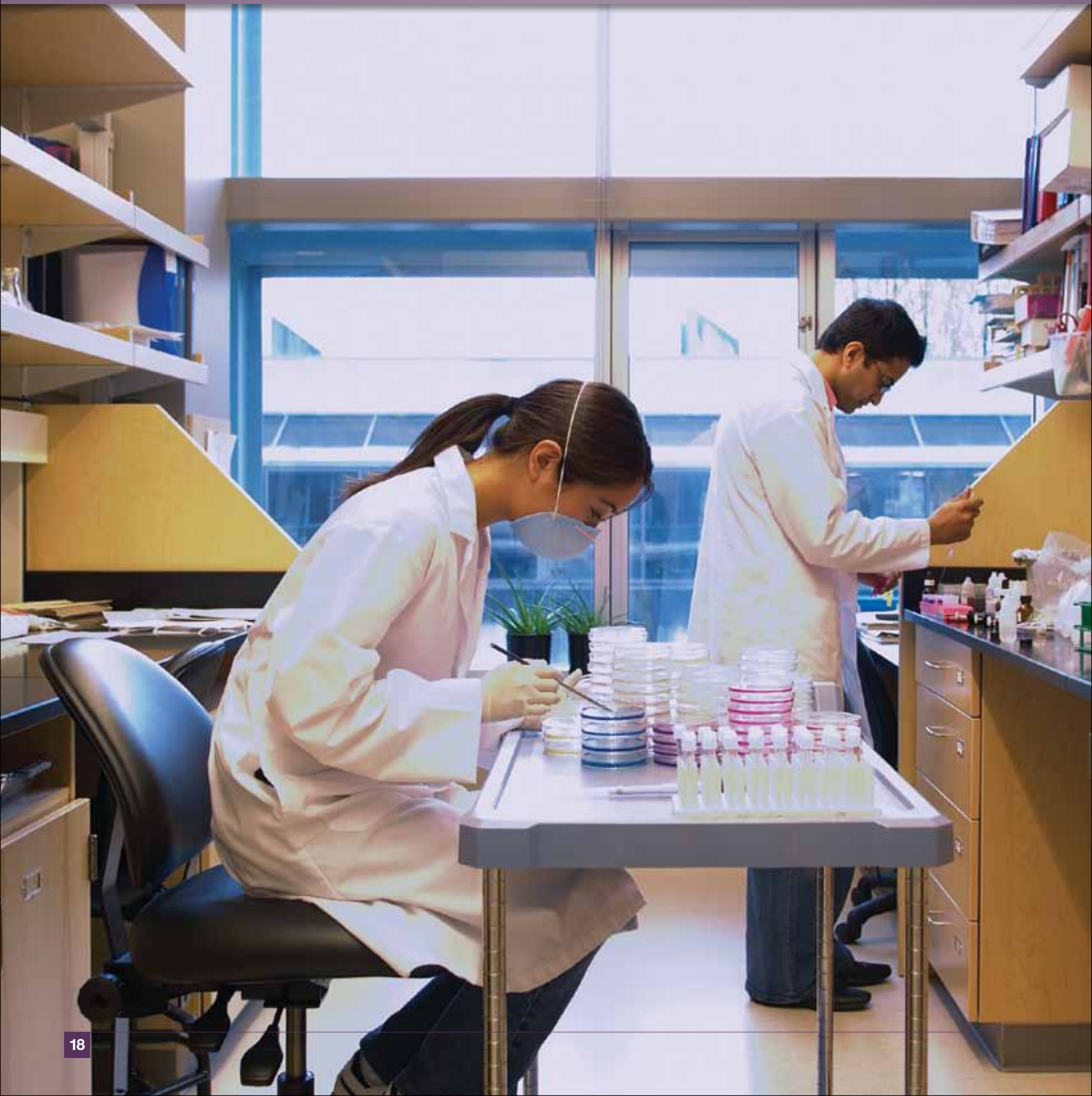
**Community Based Clinical Services:** Rockingham VNA & Hospice contributed \$36,422 towards serving 488 people with community based clinical services.

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# PROFESSIONAL EDUCATION & RESEARCH

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### Health Education

Through the health education program, students in various stages of their academic careers benefit from the experience of working with professional clinical staff. Agreements with Dartmouth-Hitchcock Medical School and the University of New England, among others, allow medical students to pursue internships through Core Physicians' Exeter Pediatrics practice. A partnership with the Seacoast School of Technology allows high school juniors and seniors to explore future health career options available to them. Each year a large number of nursing students are given the opportunity to work alongside the excellent clinical staff of Exeter Hospital, Core Physicians and Rockingham VNA & Hospice.

Students participated in training and internship programs provided by the operating affiliates of Exeter Health Resources at a total cost value of \$840,314 benefiting 154 participants.

### Research

The Center for Cancer Care at Exeter Hospital participates in several national research groups sponsored by the National Cancer Institute, which enables the Center to offer clinical trials to patients undergoing treatment at Exeter Hospital. These offerings allow patients to voluntarily take part in leading edge research that does not necessitate travel outside the Seacoast area. Exeter Hospital provided \$152,911 for clinical trials and research which served 397 patients.

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The first group of students that completed an eight week Medical Assistant (MA) class as part of a new partnership between Exeter Health Resources and Great Bay Community College, pictured here with staff members of Exeter Health Resources and affiliates.

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For further information, or to view a complete report visit [exeterhospital.com](http://exeterhospital.com).

## FINANCIAL SUMMARY

Exeter Health Resources reported consolidated gross revenues and other support of \$626.9 million which is a \$52.0 million or 9% increase over the prior fiscal year. Gross revenue generated by Exeter Hospital increased \$40.8 million or 9.5%. This favorable revenue growth can be attributed to an increase in both volume and charges for services. Gross revenue generated by Core Physicians increased \$10 million or 8.6% due mainly to a \$4.1 million increase in office revenue, a \$2.2 million increase in immunizations and supplies revenue, a \$1.5 million increase in hospital revenue and a \$1.1 million increase in testing/laboratory service revenue. Gross revenue generated by Rockingham VNA & Hospice increased \$1.0 million or 7.2% predominately due to an increase in home care services while hospice services remained steady.

While consolidated gross revenues and other support increased 9% from fiscal 2014 to fiscal 2015, total deductions from revenue including bad debt increased \$39.5 million or 12.8%. The primary contributor to this increase is that payer reimbursement increased at a lower rate than the increase in charges; however this was slightly offset by a decrease in the provision for bad debts which was the result of more patients being insured through the expansion of Medicaid in the State of New Hampshire and secondarily through the second year of the health insurance exchange.

Consolidated operating expenses increased \$9.5 million or 3.5% over 2014 levels. The two leading factors were an increase in supplies and other expenses of \$4.9 million or 5.6% and salary and employee benefit expense which increased \$4.2 million or 2.7% from fiscal 2014. All other operating expenses remained flat between the two years.

The organization provided approximately \$26.9 million of community benefits in fiscal 2015, which included \$1.7 million in charity care as well as the costs of offering community service programs, subsidized health services and the provision of direct cash contributions to other community agencies which support the mission of the organization. In addition, the costs of Medicaid services provided to patients that exceeded reimbursement is included in the total community benefit amount.

Exeter Health Resources incurred a \$1.2 million loss from operations in fiscal 2015 which was a significant \$3.0 million improvement over the prior year. The investment market was not as favorable in fiscal 2015 which resulted in a total non-operating loss of \$8.6 million which was a decrease over the \$9.1 million gain experienced in fiscal 2014.

The organization invested \$16.9 million in property, plant and equipment in 2015 which was an increase of \$9.4 million above 2014 levels. The Center for Orthopedics and Movement was a key contributor to the increase.

The overall liquidity remained strong in fiscal 2015 as the organization's days cash on hand was strong at 259 despite being an 18 day decrease over 2014. Total cash, short term investments and investments decreased approximately \$6.3 million in 2015 to \$189 million related to the mark to market unrealized equity losses recorded. The long term debt to equity ratio increased slightly from 21.0% in 2014 to 23.9% in 2015 after refinancing two variable rate bond issues and entering into a \$6 million seven year maturity equipment financing lease in the current year.

Exeter Hospital currently has a Baa2 bond rating from Moody's.



# EXETER HEALTH RESOURCES, INC.

	2015	2014	2013	2012	2011
Gross revenues and other support	\$ 626,896,008	\$ 574,918,902	\$ 515,584,798	\$ 510,811,873	\$ 512,178,272
Deductions from revenue:					
Contractual allowances and discounts	334,789,948	290,931,994	246,998,985	232,784,692	225,727,832
Bad debt	12,909,532	17,286,229	14,331,216	14,197,988	14,275,604
Total deductions	347,699,480	308,218,223	261,330,201	246,982,680	240,003,436
Total revenues and other support	279,196,528	266,700,679	254,254,597	263,829,193	272,174,836
Consolidated operating expenses	280,404,655	270,889,906	271,499,364	268,022,516	276,349,879
Income (loss) from operations	(1,208,127)	(4,189,227)	(17,244,767)	(4,193,323)	(4,175,043)
Nonoperating gains (losses), net:					
Investment return	(4,639,056)	11,506,048	13,986,377	17,486,133	457,823
Unsolicited donations and gifts	76,086	65,459	64,721	65,286	84,836
Contributions to community programs	(606,480)	(608,825)	(828,279)	(1,282,087)	(1,343,200)
Impact of interest rate swaps	(3,193,416)	(1,999,961)	2,822,978	(2,581,422)	(3,777,747)
Other	(270,587)	173,118	16,781	(1,206,451)	91,262
Total nonoperating gains (losses), net	(8,633,453)	9,135,839	16,062,578	12,481,459	(4,487,026)
Excess (deficiency) of revenues, other support and nonoperating gains (losses) over expenses from continuing operations	(9,841,580)	4,946,612	(1,182,189)	8,288,136	(8,662,069)
Loss from discontinued operations	—	—	(232,107)	(5,307,985)	—
Excess (deficiency) of revenues, other support and nonoperating gains (losses) over expenses	\$ (9,841,580)	\$ 4,946,612	\$ (1,414,296)	\$ 2,980,151	\$ (8,662,069)

# EXETER HEALTH RESOURCES, INC. & SUBSIDIARIES

## CONSOLIDATED BALANCE SHEETS

September 30, 2015 and 2014

Assets	2015	2014
Current assets:		
Cash and cash equivalents	\$ 35,776,702	\$ 26,373,411
Short-term investments	14,199,245	15,359,717
Accounts receivable, less allowance for doubtful accounts of \$17,095,057 in 2015 and \$16,245,848 in 2014	25,795,931	27,462,564
Inventories	2,978,984	2,893,065
Prepaid expenses and other current assets	4,609,053	3,853,698
Current portion of funds held by trustee under revenue bond agreements	11,665,809	10,022,354
Total current assets	95,025,724	85,964,809
Investments, limited as to use	159,816,139	174,374,554
Funds held by trustee for professional liability claims	3,713,673	4,717,360
Property, plant and equipment, net	94,130,668	90,982,537
Other assets	14,166,070	13,154,538
Total assets	\$ 366,852,274	\$ 369,193,798

# EXETER HEALTH RESOURCES, INC. & SUBSIDIARIES

## CONSOLIDATED BALANCE SHEETS

September 30, 2015 and 2014

Liabilities and Net Assets	2015	2014
Current liabilities:		
Accounts payable	\$ 13,953,705	\$ 13,874,592
Accrued salaries and payroll taxes	16,703,449	15,627,979
Due to third-party payors	4,406,011	4,639,318
Current portion of long-term debt	3,166,973	2,325,000
Total current liabilities	38,230,138	36,466,889
Accrued pension and other liabilities	34,479,145	20,855,548
Long-term debt, less current portion	56,108,478	53,625,565
Reserve for professional liability claims	3,402,579	3,441,618
Net assets:		
Unrestricted	213,907,630	234,067,417
Temporarily restricted	1,098,584	1,114,857
Permanently restricted	19,625,720	19,621,904
	234,631,934	254,804,178
Total liabilities and net assets	\$ 366,852,274	\$ 369,193,798

# EXETER HEALTH RESOURCES, INC. & SUBSIDIARIES

## CONSOLIDATED STATEMENTS OF OPERATIONS

September 30, 2015 and 2014

	2015	2014
Net patient service revenues, net of contractual allowances and discounts	\$ 279,047,809	\$ 271,049,017
Less provision for bad debts	(12,909,532)	(17,286,229)
Net patient service revenues less provision for bad debts	266,138,277	253,762,788
Disproportionate share funding	3,283,869	2,619,600
Other revenues	9,687,283	10,262,325
Net assets released from restrictions used for operations	87,099	55,966
Total revenues and other support	279,196,528	266,700,679
Operating expenses:		
Salaries and benefits	163,337,227	159,111,378
Supplies and other	92,827,078	87,907,565
Depreciation	13,834,552	13,546,968
New Hampshire Medicaid enhancement tax	9,779,680	9,852,049
Interest	626,118	471,946
Total operating expenses	280,404,655	270,889,906
Loss from operations	(1,208,127)	(4,189,227)
Nonoperating gains (losses):		
Unrestricted contributions	76,086	65,459
Investment income and dividends	1,843,271	1,743,699
Realized gains on investments, net	2,021,723	6,669,819
Unrealized gains (losses) on investments, net	(8,504,050)	3,092,530
Impact of interest rate swaps	(3,193,416)	(1,999,961)
Contributions to community programs	(606,480)	(608,825)
Loss on extinguishment of debt	(210,219)	—
Other	(60,368)	173,118
Nonoperating gains (losses), net	(8,633,453)	9,135,839
Excess (deficiency) of revenues and other support, and nonoperating gains (losses) over expenses	(9,841,580)	4,946,612
Adjustment to pension liability	(10,318,207)	780,186
Net assets released from restrictions used for capital purchases	—	2,510
Increase (decrease) in unrestricted net assets	\$ (20,159,787)	\$ 5,729,308





## A COMMUNITY SUPPORTS ITS HOSPITAL



*The mission of the operating affiliates of Exeter Health Resources is to improve the health of the community, and one of our greatest rewards is to see the positive treatment and outcomes our patients experience during their care. In recent years, we have learned just how much the community values its hospital as individuals and local businesses continue to come together to share stories of compassion and excellence in care. Through generous donations of time and funding, they have made it their mission to ensure future patients have the very best treatment options that medicine can offer by supporting the advancement of Exeter Hospital, Core Physicians and Rockingham VNA & Hospice. In essence, the effort strengthens the community itself. Some of our grateful patient stories follow on these pages.*

*To learn how you can help, please visit [exeterhospital.com](http://exeterhospital.com).*



Members of Exeter Hospital's Major Gift Initiative Team, Community Advancement Partners and volunteers, proudly sharing their experiences of the care they received at the affiliated organizations of Exeter Health Resources while supporting the advancement of our mission.

## OUR COMMUNITY GIVES BACK

### Kathy for a Cure



When Kathy Kerrigan was diagnosed with cancer in 2007, her focus was on her health and her family. As a mother of four boys, cancer and its complications were a frightening challenge. At Exeter Hospital she felt comfortable she was receiving high-quality medical care, but beyond that, each person she encountered throughout her treatment showed such genuine compassion she was put at ease. From the physicians to nurses to the person who would push her wheelchair, she felt an entire hospital rally behind her.

This care compelled her to find a way to give back. In 2008, she launched Kathy for a Cure with day-long fitness events. Proceeds then benefitted a number of causes at Exeter Hospital including women's wellness initiatives. Today, Kathy focuses her efforts on The Beyond the Rainbow Fund founded by Anne-Marie Viviano. The Fund provides financial assistance to Exeter Hospital cancer patients who need help with expenses during their treatment. Over the last eight years, Kathy has rallied the community behind Exeter Hospital and its cancer patients,

raising nearly \$70,000 for The Beyond the Rainbow Fund. "It gives me chills," Kathy says of the community's response. "I realize now this is what I was meant to do."

On behalf of Exeter Hospital and The Beyond the Rainbow Fund, we thank Kathy and all she has done to impact those in our community.

### The Bauman Challenge



Exeter Hospital's Center for Cancer Care, with oncologists from Massachusetts General Hospital Cancer Center, provides advanced oncology

services to the Seacoast community, allowing patients to receive excellent care close to home. One such patient, Elizabeth Bauman, was appreciative of the ability to avoid lengthy travel for treatment so she could stay close to home for her young daughter. During treatment, Elizabeth learned the world-class technology available at Exeter Hospital was made possible in part through the generosity of donors. Moved by this and the level of care she received, Elizabeth was compelled to make a challenge to other patients. "By supporting technology such as The Center for Cancer Care's linear accelerator, which targets tumors with precise radiation, we can make sure our neighbors always have the highest quality treatment close to home," says Elizabeth. The challenge to the community was generous: For every \$365 donation, the Bauman Foundation would match it two-for-one with a goal of

---

raising a total of \$25,000 for the Center for Cancer Care. To date, the Bauman Challenge has seen a great response and is well on its way to achieving its goal.

#### **Rockingham VNA & Hospice Staff Go Above and Beyond to Support Program Funding**

Continuing in the proud history of Rockingham VNA & Hospice's caring for patients, the Rockingham VNA & Hospice Advancement Advisory Team founded an employee driven fund called WE CARE in 2015. The fund is designed to support some of the special requests, wishes and important needs of Rockingham VNA & Hospice's patients, their families and loved ones. Known for their commitment to providing compassionate quality care to their patients, a record 42% of employees have donated to support the WE CARE fund.

#### **Eventide Makes Important Impact on Patient Care with Two Grants**

Rockingham VNA & Hospice patients are often prescribed multiple medications, which can sometimes be confusing to manage correctly.

The Eventide Foundation made two generous grants of \$20,000 each, which will provide an important resource for patients and their caregivers. The funds will staff a part-time pharmacist who will visit patients in their homes. The pharmacist will review each patient's list of medications, look for drug interactions, answer questions and ensure patients are taking medicines correctly.



*Pictured left to right: Burt Dibble, MD, member of the Board of Directors for the Eventide Foundation; Deanna King, RPh, MS, Director of Pharmacy for Exeter Hospital; Michelle Campbell, Director of Business Development for Rockingham VNA & Hospice; Pete Datillo, member of the Board of Directors for the Eventide Foundation.*



Pat Smyers is a nurse with Rockingham VNA & Hospice who also became a patient. After going through double bypass surgery, Pat elected to have her rehabilitation and home care services done by Rockingham VNA & Hospice because of her confidence in the staff.

Pat shared, "This agency has developed a great staff with a positive attitude which is helpful for patients. They are knowledgeable about your situation which goes a long way to promote healing. Due to their knowledge they not only helped me make the right decision to seek prompt medical care but they were an excellent advocate for me after my surgery."

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These nurses, social workers, spiritual care coordinator and grief counselor are just some of the caring staff members of Rockingham Visiting Nurse Association & Hospice who make a difference in their patients' lives every day.

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Noreen Johnson is one of the women in The Exeter Women's Club who has been making comfort pillows, as well as knit hats and cloth scarves, for patients at the Center for Cancer Care at Exeter Hospital for more than ten years.

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