



Excellence.
Every Patient.
Every Time.

Together, We Are United in Wellness



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The Operating Affiliates of Exeter Health Resources

Core Physicians is a community-based, multi-specialty group practice affiliated with Exeter Health Resources that provides comprehensive primary, specialty and pediatric dental care throughout the greater Seacoast Region. Over 160 providers in 15 locations pursue excellent patient satisfaction and quality outcomes through the provision of exceptional clinical care.

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/child 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.

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 and Strafford Counties.



Letter from the President, CEO

Fiscal year 2018 was a pivotal year for Exeter Health Resources and its operating affiliates: Exeter Hospital, Core Physicians and Rockingham VNA & Hospice. It was a year marked by great innovation, recognition of excellence and a major step toward ensuring the organization's long term sustainability. Exeter Hospital began caring for Seacoast residents in 1897 and now, more than 120 years later, we're taking the necessary steps to position the healthcare system for the next 120 years and beyond.

During FY18 Exeter Hospital continued its commitment to innovation by acquiring the newest and most advanced da Vinci Xi[®] Surgical System, the latest innovation in precision robotic surgery. The da Vinci technology enables surgeons to operate with minimal incisions, and the tiny instruments have a greater range of motion than a human hand, enabling more precise movements to ensure the best possible patient outcomes. A number of surgeons from Core Physicians' general surgery as well as medical staff members from obstetrics and gynecology have been trained and are now performing surgery with the da Vinci system.

Exeter Hospital attained Magnet[®] re-designation in FY18, a testament to its continued dedication to high-quality nursing practice. The American Nurses Credentialing Center's Magnet Recognition Program[®] distinguishes health care organizations that meet rigorous standards for nursing excellence. This credential is the highest national honor for professional nursing practice. Exeter is one of only three Magnet-recognized hospitals in New Hampshire. Only 8% of hospitals nationwide have achieved this designation.

However, investments in innovation and achieving excellence in operations, quality and patient experience are no longer enough to ensure our community's access to outstanding care into the future. As a result, in FY18 Exeter Health Resources, Massachusetts General Hospital, and Wentworth-Douglass Hospital signed a letter of intent to explore opportunities to develop a new regional network to collaboratively deliver health care within the greater Seacoast Region. The intent is to develop a new regional not-for-profit corporation that serves as the parent of Exeter Health Resources and Wentworth-Douglass. The new corporation will be a subsidiary of Massachusetts General Hospital. As part of that process, the organizations are looking at ways to support a shared vision of strengthening, enhancing, and growing clinical programs and services to best meet the health care needs across their two separate and distinct regions while providing care in a cost-effective, coordinated and sustainable manner. The new regional network will take advantage of scale to design more rational and efficient systems of care to strengthen services and provide service expansion opportunities that make sense for our communities while ensuring local access to the world class care provided by Massachusetts General Hospital. The Board of Trustees of Exeter Health Resources and our leadership team have worked diligently to explore the best way to ensure that the greater Seacoast Region maintains access to high quality and high value care while responding to the many challenges faced by smaller health systems. We believe this is the right affiliation at the best time.

All of us at Exeter Health Resources and the community we serve can continue to see the future with the optimism and potential that has marked our history for the last 120 years. We can all look forward to the years ahead with anticipation and excitement.

Sincerely,

Kevin J. Callahan, President, CEO

Clinical Affiliations



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 Cancer Center: Leading Mass General radiation and medical oncologists and nurse practitioners provide care to patients at **Exeter Hospital's Center for Cancer Care**, along with multidisciplinary clinics, genetic counseling, clinical trials and nurse navigators.

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 Medical Center: Dartmouth-Hitchcock Medical Center partners with **Core Vascular Surgery** to provide expanded vascular services to patients in our Exeter office.



Excellence – Every Patient, Every Time



Magnet® – Exeter Hospital received redesignation of its Magnet recognition this year, a testament to its continued dedication to high-quality nursing practice. The American Nurses Credentialing Center’s Magnet Recognition Program® distinguishes health care organizations that meet rigorous standards for nursing excellence. **This credential is the highest national honor for professional nursing practice.** Exeter is one of only three Magnet-recognized hospitals in New Hampshire and this recognition places Exeter Hospital among only 8% of hospitals nationwide to earn this designation.



Beacon Award for Excellence™ – The American Association of Critical-Care Nurses (AACN) conferred a silver level Beacon Award for Excellence on the Family Center at Exeter Hospital this year. The award recognizes caregivers who successfully improve patient outcomes and align practices with AACN’s six Healthy Work Environment Standards. **Exeter Hospital is one of only three obstetrics units in the country to currently hold a Beacon Award.** The hospital’s Progressive Care Unit (PCU) and Intensive Care Unit (ICU) have also received this prestigious award.



NCQA – Core Physicians and all of their local practices have received the NCQA Patient-Centered Medical Home (PCMH) Recognition for using evidence-based, patient-centered processes that focus on highly coordinated care and long-term, participative relationships.



Top Docs – **Twenty physicians from Core Physicians’ primary and specialty care practices** were recognized among the best physicians in the state in New Hampshire Magazine’s 2018 Top Doctors issue.



ASGE Recognition – The American Society for Gastrointestinal Endoscopy (ASGE) once again recognized Exeter Hospital for its dedication to promoting quality and safety in endoscopy care. **This recognition is conferred on only 10% of hospitals in the country.**

Innovation



Left to right: Sean Wagner, RN, CNOR; Antonio Gargiulo, MD, Director of Robotic Surgery at Brigham and Women's Hospital and Medical Director, Center for Reproductive Care at Exeter Hospital; Evelyne Caron, MD, Partners for Women's Health; Karla Greco, MD, Anesthesiologist; Christopher Roseberry, MD, Core General Surgery; Karinne Jervis, MD, Anesthesiologist; Rod McKee, MD, Core General Surgery (not pictured: E. William Johnson, MD, MPH and Cullen Jumper, MD of Core Urology; Jay Swett, MD, Core General Surgery)

Exeter Hospital has acquired the newest and most advanced **da Vinci Xi® Surgical System**, the latest innovation in precision robotic surgery. The da Vinci technology enables surgeons to operate with minimal incisions, and the tiny instruments have a greater range of motion than the human hand, enabling more precise movements. This means less bleeding, less post-operative pain and shorter hospital stays for patients. Our surgeons have years of experience in advanced and laparoscopic surgery, and the da Vinci technology is another opportunity to advance the level of care they can provide to patients that meet the criteria for robotic-assisted surgery.

Core Urology was recently able to purchase an innovative new laser to treat kidney stones thanks to a generous donation from a family who was looking to support treatment of patients with kidney disease. The **120 watt Moses holmium laser technology** is used to disintegrate kidney, ureteral and bladder stones. The new technology gives surgeons more control, enabling optimal results with minimized operating time.

E. William Johnson, MD, MPH, Core Urology





Physicians at Core Otolaryngology and Audiology are now offering **cochlear implants** to adults with severe hearing loss, bringing this life-changing technology to the Seacoast where patients would otherwise have to travel to Boston. Cochlear implants are surgically implanted devices that directly stimulate the hearing nerve, bypassing a damaged or poorly functioning inner ear. This procedure is for people who are not helped by traditional hearing aids.

"The sound is a bit different from normal hearing, but cochlear implants can dramatically improve a patient's ability to hear sounds and understand speech, phone conversation and music."

– Brandon Peck, MD

Exeter Hospital's Breast Center of Excellence is one of the first hospitals in New Hampshire to offer the Prone **3D™ Hologic® Affirm™ Breast Biopsy System** as well as the Brevera Breast Specimen Biopsy System. This allows for 2D and 3D imaging without moving the patient. It also enables better access to target the suspicious area of the breast, as well as real time imaging. The two systems together are providing a more comfortable patient experience with a more efficient biopsy process.



Left to right: Sharon Bruno RTR, M, Mammography Quality Control Technologist; Jonathan Vaccaro, MD, Radiologist; Kathleen Kelly RTR, M, CBDT, Mammography/Bone Density Technologist; Paula Lariviere, Women's Imaging Supervisor

United in Wellness



Exeter Health Resources and its operating affiliates, Exeter Hospital, Core Physicians and Rockingham VNA & Hospice, are “United in Wellness”. This simple, but important, phrase embodies our health system’s collective efforts to improve the health of the communities we serve.

As a not-for-profit health care system, the operating affiliates of Exeter Health Resources are supported in part by community members, grateful patients and local business leaders, all of whom have been compelled to give back after their experience within our healthcare system. Whether it was the compassionate care provided to a loved one or, in some cases, inspired by their own personal experience, these individuals have helped to strengthen our collective efforts. With their support and our dedication to being “United in Wellness”, we are better able to purchase state-of-the-art equipment and technology, implement innovative treatment options and therapies, provide continuing education to clinical staff and assist with financial support for community members in need.

Exeter Health Resources’ Community Advancement Partners (CAPs)

We are stronger thanks to the support of these devoted local businesses:





| United in
| Community

Our Mission



The mission of Exeter Health Resources is to improve the health of the community. This mission will be accomplished without compromising Exeter Health Resources' sustainability principally by supporting the provision of health services and information to the community by the affiliated companies of Exeter Health Resources.

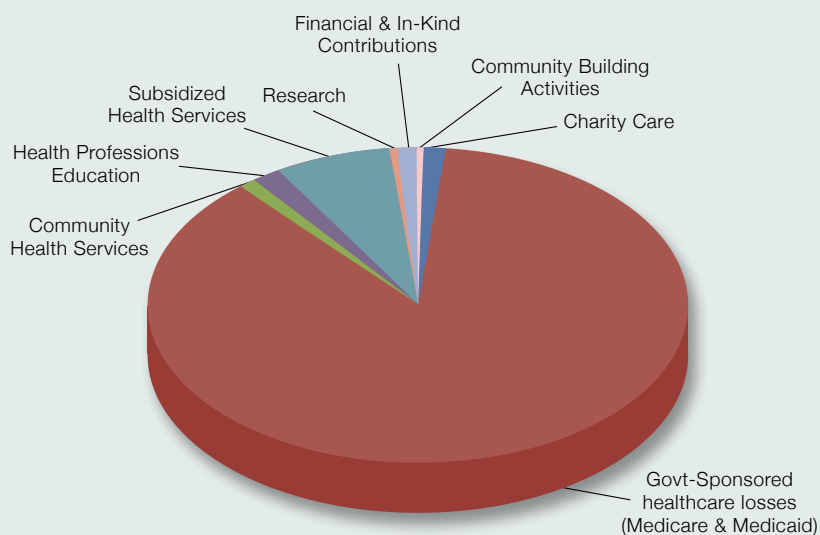
Throughout the past year Exeter Hospital, Core Physicians and Rockingham VNA & Hospice have continued the pursuit of this mission. During FY 2018 the affiliates provided \$75,770,894 in unreimbursed losses to government programs (Medicare and Medicaid), charity care, other community benefit programs and services to communities in the areas served.

This addendum includes an overview of some of the affiliates' many community benefit services and programs that help to address needs identified in the 2016 Community Health Needs Assessment.

Access to care due to insurance coverage cost barriers
Substance abuse and addiction – Behavioral health – Mental health services
Youth suicide/substance and prescription drug abuse – Transportation
Affordable housing/homelessness – Elder care and support services

The final assessment can be found at: exeterhospital.com/About-Us/Community-Benefits.

Giving Back to the Community



Charity Care	\$ 1,070,311
Govt-Sponsored healthcare losses (Medicare & Medicaid)	\$ 63,599,440
Community Health Services	\$ 1,083,501
Health Professions Education	\$ 2,103,028
Subsidized Health Services	\$ 6,341,366
Research	\$ 385,717
Financial & In-Kind Contributions	\$ 960,741
Community Building Activities	\$ 226,791
Total	\$ 75,770,894



Access to Care

Financial Assistance

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

- **The Uninsured Care Discount/Hospital Access Plus Program**

Patients who are uninsured will not be charged more than amounts generally billed to people who have insurance covering the same care. Exeter Hospital, prior to billing the patient, applies a discount towards gross charges for patients who are uninsured. This discount is not valid for patients who have health insurance coverage, including but not limited to: Medicare, Medicaid, MedPay, third party liability, or any other state or federal programs.

- **The Financial Assistance Program (FAP)**

Exeter Hospital's community-based Financial Assistance Program is available to uninsured and under-insured patients who meet income and asset guidelines, and who live in our service area. To qualify, patients must first have applied for all other sources of coverage, including through the Healthcare Exchange and the New Hampshire Health Protection Program.

- **Catastrophic Care Discount**

Exeter Hospital'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.

Additional information can be found at:

exeterhospital.com/patients-and-visitors/Financial-Assistance

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

Exeter Hospital provided \$897,185 (*calculated at cost*) in charity care which served 959 people.

Core Physicians offers a financial assistance program for patients who meet certain geographic and financial criteria. Core Physicians provided \$172,951 (*calculated at cost*) in charity care which served 565 people.

Rockingham VNA & Hospice provided \$175 (*calculated at cost*) in charity care which served four people.

Telehealth Services: Exeter Hospital provided \$370,045 in Telehealth community support serving 11,436 people.



Community Partners

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 provides high quality primary medical care and health related services, with an emphasis on prevention and lifestyle management, to all individuals regardless of ability to pay. As New Hampshire's oldest community health care center it provides services at three centers located in Newmarket, Raymond and Nashua.

Families First Health & Support Center

Exeter Hospital made financial contributions to Families First in the amount of \$38,500 to help support their presence in Seabrook.

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 underserved population. Its mission is: *To deliver innovative, compassionate, integrated health services and support that are accessible to all in our community, regardless of ability to pay.*

On January 1, 2018, Families First Health & Support Center of Portsmouth and Goodwin Community Health of Somersworth merged, becoming one organization.

Connor's Climb

Exeter Hospital provided support in the amount of \$19,584 to Connor's Climb.

The Connor's Climb Foundation is dedicated to preventing youth suicide. The nonprofit organization 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.

Seacoast Mental Health Center

Exeter Hospital helped to underwrite mental health services in the amount of \$463,725 serving 795 people.

Exeter Hospital partners with Seacoast Mental Health to offer mental health services to patients and their caregivers in the Emergency Department and the Center for Cancer Care.



Community Benefit Programs & Services

Transportation

Exeter Hospital provided transports at a cost of \$21,774.

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.

HAVEN

Exeter Hospital provided support in the amount of \$35,000 to HAVEN in alignment with its suicide prevention efforts.

HAVEN is the largest violence prevention and support services agency in New Hampshire. HAVEN is dedicated to addressing public health through violence prevention and improving the well-being of children and families. Preventing abuse and providing support for those impacted by domestic and sexual violence can lead to healthier and more secure children and adults.

Arts In Reach

In 2018 Exeter Hospital contributed financial support to Arts in Reach in the amount of \$30,000.

Arts In Reach provides teenage girls in the Seacoast area of New Hampshire a platform to develop both their creative freedom and power of voice in a positive, supportive setting. Their vision is to build a community in which all young women are respected, supported, and enriched throughout their teenage years. Through innovative teaching and mentoring techniques, young women thrive as they express their own authentic identities.

Community Health Services

The operating affiliates of Exeter Health Resources continue 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 \$410,594 serving 2,347 people.

Cancer Wellness and Diabetes Support Programs: Exeter Hospital served 722 people in its cancer and diabetes programs at an expense of \$1,219,742.

Community Based Clinical Services: Rockingham VNA & Hospice contributed \$40,704 towards serving 741 people with community based clinical services.

Professional Education & Research

Health Education

234 students in nursing and allied health related careers from over 30 educational facilities were given the opportunity to work alongside the excellent clinical staff of Exeter Hospital, Core Physicians and Rockingham VNA & Hospice at a total cost value of \$2,025,327.

Through the Health Education Program, students in various stages of their academic careers benefit from the experience of working with professional clinical staff.

Research

Exeter Hospital provided \$385,717 for clinical trials and research that served 1,028 patients.

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 of the Seacoast area.



For further information or to view the hospital's Community Benefits Report, visit exeterhospital.com

Nurses at Exeter Hospital were honored this year to be recognized with Magnet® redesignation. Several members of nursing leadership and staff traveled to Denver in October 2018 to receive the award and to participate in the American Nurses Credentialing Center (ANCC) annual conference. They had the opportunity to learn, reflect and bring back new ideas to strengthen Exeter's practice.

Nurses are involved in local specialty care organizations that advance practice including the Seacoast Critical Care Group and the New Hampshire chapter of AWHONN – the Association of Women's Health Obstetrics and Neonatal Nurses. Nurses continue to advance their education with nine nurses receiving BSNs, twelve receiving MSNs and two receiving DNP's. Additionally, twenty-three nurses received specialty certification in their respective areas, positioning Exeter Hospital well above the NDNQI national mean for nurse certification.



Magnet® Redesignation

Exeter Hospital received redesignation as a Magnet Hospital during fiscal year 2018. Exeter is one of only three hospitals in New Hampshire, and one of only 8% of all hospitals nationally, to attain this achievement. The hospital first achieved Magnet Recognition in 2013, and was redesignated last April. ANCC Magnet designation signifies excellence in nursing practice, and in the delivery of patient care, and validates the collaborative efforts of our nurses, providers, clinicians and support staff to deliver safe, high quality clinical care and an outstanding experience to our patients and their families every

day. The ANCC noted specific areas in which Exeter demonstrated exemplary performance, or practice beyond what is expected to meet the criteria for Magnet recognition, some of which include:

- Implementing the use of nitrous-oxide in the hospital's Family Center for patient pain control during labor.
- The formation of a Clinical Operations Council that includes nurse and physician leadership dyads.
- The hospital's RN Satisfaction Survey Scores, which exceeded benchmark in 11 out of 14 units.

Additional Award Winning Units

Exeter Hospital has three units that have been honored with the American Association of Critical Care Nurses' (AACN) Beacon Award for Excellence. This award recognizes unit caregivers who successfully improve patient outcomes and align practices with the AACN's six standards for healthy work environments. AACN's six Healthy Work Environment Standards include: skilled communication, true collaboration, effective decision making, appropriate staffing, meaningful recognition and authentic leadership. Units that achieve the three-year designation meet national criteria consistent with Magnet Recognition.



- The Family Center is one of only two obstetrics units in the country to have received the award and Exeter Hospital is the only Family Center in New Hampshire with a Beacon Award.
- The Intensive Care Unit is a three-time recipient of this award. This is a true testament to Exeter Hospital's continued dedication to excellence in patient care.
- The Progressive Care Unit is a two-time recipient of the Beacon Award.

Family Center Staff Honored with Safe Sleep Award
Cribs for Kids® is a national, nonprofit organization dedicated to preventing sleep-related infant death by educating parents and caregivers about the importance of practicing safe sleep for their babies. The Safe Sleep Hospital Certification Program recognizes hospitals that are committed to community leadership by implementing best practices and education for infant sleep safety.



American Nurses Association of Massachusetts (ANA MA) Approves Exeter's Provider Unit with Distinction
The Department of Professional Development and Clinical Support (PDCS) was recognized for meeting criteria to provide continuing nursing education (CNE) by the American Nurses Credentialing Center's (ANCC) Commission on Accreditation. The Provider Application submitted by PDCS was approved With Distinction by ANA MA, an Accredited Approver by ANCC. Approval as a Provider Unit distinguishes organizations that demonstrate quality and excellence in the curriculum design and the delivery of CNE. Approved Provider Units meet comprehensive, evidence-based criteria to ensure CNE activities are effectively planned, implemented and evaluated.



Tenth Annual Clinical Research Day

Exeter Hospital's 10th Annual Clinical Research Day highlighted quality improvement, evidence-based practice and research. A few of the presentations included: Early Progressive Mobility in the Intensive Care Unit, Nurse Driven Protocol to Reduce Catheter Associated Urinary Tract Infections, Nursing Retention, and the Effects of a Donor Human Milk Program on Exclusive Breastfeeding Rates in a Level 1 Nursery.

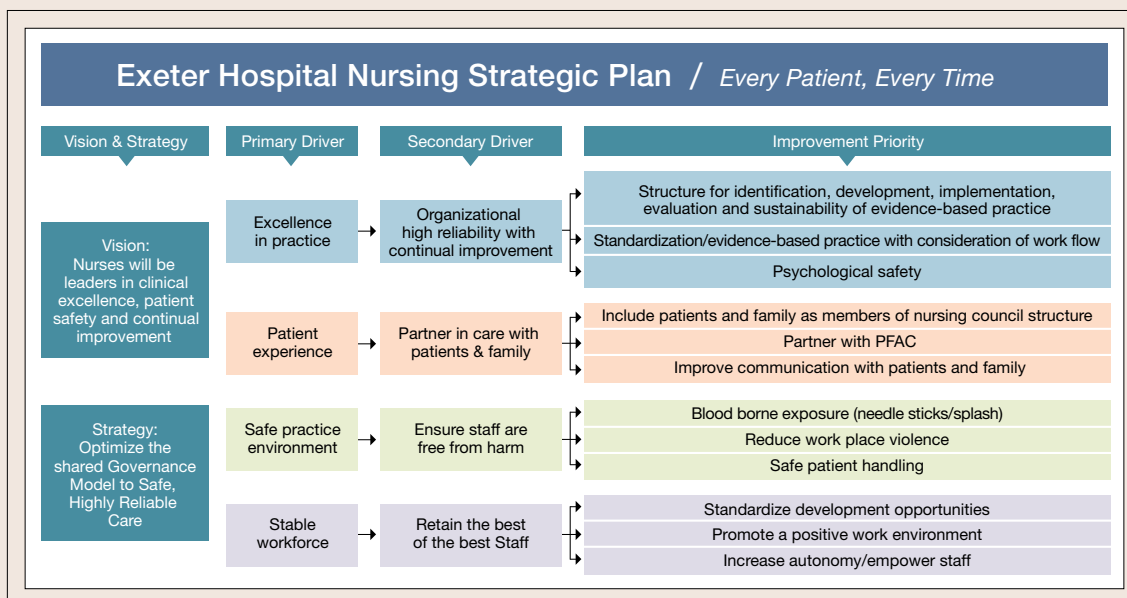
Innovation

Liz King, RN, Intensive Care Unit (ICU), Exeter Hospital, attended a critical care nursing conference where she was introduced to a new type of portable, noninvasive cardiac monitor. The monitor, made by Cheetah, connects to the patient via telemetry wires and quickly allows for monitoring of cardiac index, cardiac output, stroke volume, total peripheral resistance and fluid responsiveness. Early treatment of hypovolemia decreases length of stay, improves recovery from a critical illness, and reduces complications in many critical illnesses. Liz presented the information to the Critical Care Committee. As a result of Liz's presentation, the monitor was purchased and trialed, and is now being used regularly in the ICU.



Strategic Plan

Each year the Nursing Summit meets and begins the development of the Nursing Strategic Plan. This plan, based on Exeter Hospital's Strategic Plan, is vetted with Nursing Leadership several times before it is finalized. Our focus this year, and every year, is on advancing patient care and clinical outcomes by ensuring excellence in practice, patient experience, and patient outcomes, and by creating a safe practice environment, and ensuring a stable workforce by retaining, developing, and supporting the best in nursing staff. Our plan is below for your information.





Our Community Gives Back

The mission of the operating affiliates of Exeter Health Resources is to improve the health of the community. One of our greatest rewards is to hear from our patients expressing the quality of care and compassion they experienced while receiving care within our health system.

Through generous donations of time and funding, many local businesses as well as community members have made it their mission to help ensure future patients have the very best treatment available by supporting the advancement of Exeter Hospital, Core Physicians and Rockingham VNA & Hospice. Some of our grateful patient stories follow on these pages. To learn how you can help, please visit unitedinwellness.org.



The Caring CUREsaders was the largest team in in this year's United in Wellness Cancer Walk & Trick or Treat Trot 5K. The team was formed in honor of Sue Burns, a registered nurse in the Progressive Care Unit (PCU), and an employee of Exeter Hospital for 33 years. She also had recently become a patient at Exeter Hospital's Center for Cancer Care, and the Cancer Walk was just days before her final chemotherapy treatment. Sue (*in the front row, centered behind the sign*) was able to walk with the team.

Oyster River Golf Team Makes a Difference for Cancer Patients

Paul Bamford is the varsity golf coach and assistant basketball coach at Oyster River High School. In 2016, his oldest son Chris was diagnosed with stage four colon cancer and he passed away just ten months later. Driven to do something that would make a difference, Paul started a fundraiser with the Oyster River Golf Team. The first year, while Chris was still alive, 27 players did a “golf run”, where they played for speed and asked for pledges for the number of holes they could complete in 2.5 hours.

The event grew in the following two years, with a grand total of more than \$35,000 raised to support Exeter Hospital’s Center for Cancer Care and its patients. The enthusiasm and hard work of these students is helping to support innovative cancer care right in Exeter, with oncologists from the Massachusetts General Hospital Cancer Center. Paul is also providing volunteer leadership in his position of co-chair of Exeter Hospital’s Cancer Campaign Cabinet.

Oyster River Golf Team.

The Wharton Fund in Action



The Wharton Fund was established in memory of Thomas P. Wharton, Jr., MD, a pioneer in the treatment of myocardial infarction (heart attack) with

emergency balloon angioplasty and stenting at community hospitals. The mission of the Wharton Fund is to continue the provision of advanced cardiac services in the local community.

Exeter Hospital provides an annual free community CPR and AED class. This year, thanks to the Wharton Fund, everyone who attended the class was provided with a free CPR training kit that they could bring home to practice CPR and teach the basics to other family members and friends.

Additional funds were used to purchase new and updated equipment for the cath lab, now called the Thomas P. Wharton, Jr., MD Cardiovascular Suite. This equipment provides



improved image quality, reduced radiation exposure for patients and providers, as well as other upgraded features to assist with procedures.

New Hampshire Physician Leadership Development Program



This program was recently created at the University of New Hampshire with Neil Meehan, DO, FACEP as the program director. Dr. Meehan is the chief physician executive

for Exeter Hospital, Core Physicians and Rockingham VNA & Hospice. The goal of this program is to help physicians become more effective leaders by teaching management, communication and leadership skills, fostering effective communication between the medical staff and administration, and empowering physicians to foster change among their colleagues.

Two major gift donors are supporting a Core Physicians fund that provides funding for Core physicians to participate in the program. These donors are Elizabeth Bauman and Burt Dibble, MD. Additionally, Elizabeth is the Chair of the United in Wellness Leadership Advisory Board

and a member of the hospital's Cancer Campaign Cabinet, and Dr. Dibble is a member of the Advisory Board and a past Chair.

Big City Care in a Small Town Hospital

Frank Winslow “Win” Elliott II and his wife Pam are gratefully sharing the story about how the extended team of healthcare providers at Exeter Hospital and Core Physicians saved his life. After having a heart attack, he was saved by the “chain of survival”, the teamwork of EMS providers and paramedics, the Emergency Department and the cardiac cath lab. Win needed an implanted defibrillator but was incredibly ill with multiple blood infections. Over the next two months, he received care from doctors in infectious disease, pulmonary care, cardiology, as well as the dedicated nurses in the Intensive Care Unit. Win and Pam are incredibly thankful for not only the outstanding clinical care, which they were told by a family member physician was “big city care in a small town hospital”, but the personal attention to their comfort and the emotional support they received from every provider in those two long months. Once at home, Win also received care from Rockingham VNA & Hospice. He and Pam have shared their story publicly as well as donating to the Wharton Fund to express their gratitude and help others in the community.



Win and his wife Pam (*center, front*) pictured with some of the many providers who cared for him.

Our Donors



The Operating Affiliates of Exeter Health Resources Major Gift Donors & Community Advancement Partners

Major Gift Donors – \$10,000 and Over (includes pledge gifts)

Anonymous

*Thomas P. Wharton, Jr., MD
Fund for Cardiology*

David Barrows Adventure Fund –
Maureen Barrows

The Center for Orthopedics & Movement

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Dr. and Mrs. Gary M. Proulx
*Exeter Hospital-Oncology & Thomas P.
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Seacoast United Sports Club, Inc.

Community Advancement Partners – \$5,000

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These lists reflect donors whose gifts were received between October 1, 2017 and September 30, 2018.

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Joanie Sullivan, LNA of Rockingham VNA & Hospice (*left*) provides truly personal care for her patients, such as Dorothy “Dot” Stone. Joanie visits Dot five days a week and goes beyond just traditional hospice care. For example, she enables Dot to continue her love of gardening by helping her create and tend a windowsill full of plants in her nursing home room. Joanie is one of the skilled and caring providers who visit patients every day in their homes to provide home health and hospice care.

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Ira Rogoff is a retired registered nurse and certified legal nurse consultant who worked at Rockingham VNA & Hospice for five years of his career. Several years after leaving RVNA & Hospice, he became a client to receive lymphedema and wound care in his home. He learned he would benefit from a power recliner but did not have the means to purchase one, so he was provided one with assistance from the **WE CARE Fund**, which was created by RVNA & Hospice employees to help patients with needs just like this one. "Anything can happen to any of us," said Ira, "and it's nice to know there is assistance out there."

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Behind the clinical staff and employees of our organizations are a large number of tireless volunteers who go above and beyond every day to support our patients and their families in many ways. Our **Volunteer Appreciation Breakfast** was an opportunity to thank the volunteers who supported Exeter Hospital and Rockingham VNA & Hospice this year. They are a vital part of our health care system.

Financial Summary

Exeter Health Resources reported consolidated gross revenues and other support of \$798.3 million which is a \$67.9 million or 9.3% increase over the prior fiscal year. Gross revenue generated by Exeter Hospital increased \$58.3 million or 10.4%. This favorable revenue growth can be attributed to an increase in both volume and charges for services. Gross revenue generated by Core Physicians increased \$8.8 million or 6.6% due mainly to a \$4.7 million increase in office revenue and a \$2.6 million increase in testing/laboratory service revenue, while other revenue sources had slight increases. Gross revenue generated by Rockingham VNA & Hospice increased \$1.6 million or 9.2% predominately due to a \$1.3 million increase in hospice services.

While consolidated gross revenues and other support increased 9.3% from fiscal 2017 to fiscal 2018, total deductions from revenue including bad debt increased \$43.4 million or 10.8% as a result of various payer contracts and bad debt expense.

Consolidated operating expenses increased by \$24.5 million or 7.5% over 2017 levels which were consistent with the growth experienced in the prior year. The two leading factors were an increase in salary and employee benefits of \$10.9 million or 5.7% and supplies and other expenses of \$12.1 million or 11.0% from fiscal 2017.

The organization provided approximately \$75.8 million of community benefit in fiscal 2018, which included \$12.2 million to subsidize health services, other community service programs, charity care and the provision of direct cash contributions to other community agencies that support the mission of the organization. The other \$63.6 million represents the costs of Medicare and Medicaid services provided to patients that exceeds reimbursement.

Exeter Health Resources broke even from operations in fiscal 2018 by generating \$.2 million in profit. This profit was consistent with 2017. The investment market was less favorable in fiscal 2018, however, which resulted in total non-operating gains of \$9.9 million versus \$18.8 million gain in fiscal 2017. Investment returns and the increase in interest rates which reduced the swap/derivative liability were the two biggest contributors of the total non-operating gain accounting for \$7.9 million and \$1.3 million, respectively.

The organization continued its capital investment commitment by purchasing \$15.8 million in property, plant and equipment in 2018 including new medical equipment, building infrastructure and information technology.

Overall liquidity remained strong in fiscal 2018 as the organization's day's cash on hand was 233 days representing a 17 day decrease over 2017. Total cash, short term investments and investments increased approximately \$.7 million in 2018 to \$215 million. The long term debt to equity ratio improved from 18.2% in 2017 to 16.7% in 2018 as the current payment of long term debt exceeded the addition of a capital lease while net assets continued to increase due to a break even operating margin and the strong non-operating performance.

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

Exeter Health Resources, Inc.

	2018	2017	2016	2015	2014
Gross revenues and other support	\$ 798,265,118	\$ 730,327,367	\$ 689,958,839	\$ 626,896,008	\$ 574,918,902
Deductions from revenue:					
Contractual allowances and discounts	436,297,117	394,040,880	365,323,160	334,789,948	290,931,994
Bad debt	9,392,322	8,240,171	10,394,101	12,909,532	17,286,229
Total deductions	445,689,439	402,281,051	375,717,261	347,699,480	308,218,223
Total revenues and other support	352,575,679	328,046,316	314,241,578	279,196,528	266,700,679
Consolidated operating expenses	352,333,580	327,870,755	304,182,585	280,404,655	270,889,906
Income (loss) from operations	242,099	175,561	10,058,993	(1,208,127)	(4,189,227)
Nonoperating gains (losses):					
Investment return	9,326,460	17,182,663	8,214,729	(4,639,056)	11,506,048
Unsolicited donations and gifts	120,891	85,568	158,678	76,086	65,459
Contributions to community programs	(878,213)	(792,524)	(573,144)	(606,480)	(608,825)
Impact of interest rate swaps	1,073,897	2,403,455	(2,376,330)	(3,193,416)	(1,999,961)
Other	238,130	(27,005)	(29,214)	(270,587)	173,118
Total nonoperating gains (losses), net	9,881,165	18,852,157	5,394,719	(8,633,453)	9,135,839
Excess (deficiency) of revenues and other support and nonoperating gains (losses) over expenses	\$ 10,123,264	\$ 19,027,718	\$ 15,453,712	\$ (9,841,580)	\$ 4,946,612

Exeter Health Resources, Inc. & Subsidiaries

Consolidated Balance Sheets

September 30, 2018 and 2017

Assets	2018	2017
Current assets:		
Cash and cash equivalents	\$ 35,397,625	\$ 44,553,708
Short-term investments	6,348,590	5,713,473
Accounts receivable, less allowance for doubtful accounts of \$14,524,181 in 2018 and \$16,241,582 in 2017	32,608,398	27,575,866
Inventories	4,349,200	3,663,197
Prepaid expenses and other current assets	6,400,984	6,423,422
Current portion of funds held by trustee under revenue bond and other financing agreements	5,431,077	7,430,031
Total current assets	90,535,874	95,359,697
Investments, limited as to use	194,174,896	184,862,138
Funds held by trustee for professional liability claims	3,362,518	3,475,452
Property, plant and equipment, net	92,864,599	90,377,52
Other assets	17,328,900	15,323,536
Total assets	\$ 398,266,787	\$ 389,398,345

Exeter Health Resources, Inc. & Subsidiaries

Consolidated Balance Sheets

September 30, 2018 and 2017

Liabilities and Net Assets	2018	2017
Current liabilities:		
Accounts payable	\$ 15,772,840	\$ 12,854,075
Accrued salaries and payroll taxes	17,354,630	16,368,367
Due to third-party payors	4,479,811	5,010,054
Current portion of long-term debt	3,990,989	3,527,297
Total current liabilities	41,598,270	37,759,793
Accrued pension and other liabilities	26,648,381	27,061,634
Long-term debt, less current portion	46,766,222	49,161,851
Reserve for professional liability claims	3,970,425	5,631,034
Net assets:		
Unrestricted	258,318,979	248,946,880
Temporarily restricted	1,266,018	1,169,786
Permanently restricted	19,698,492	19,667,367
	279,283,489	269,784,033
Total liabilities and net assets	\$ 398,266,787	\$ 389,398,345

Exeter Health Resources, Inc. & Subsidiaries

Consolidated Statements of Operations

September 30, 2018 and 2017

	2018	2017
Net patient service revenues, net of contractual allowances and discounts	\$ 345,232,398	\$ 318,816,936
Less provision for bad debts	(9,392,322)	(8,240,171)
Net patient service revenues less provision for bad debts	335,840,076	310,576,765
Disproportionate share funding	5,046,360	6,461,110
Other revenues	11,574,183	10,879,248
Net assets released from restrictions used for operations	115,060	129,193
Total revenues and other support	352,575,679	328,046,316
Operating expenses:		
Salaries and benefits	201,456,291	190,526,848
Supplies and other	121,907,112	109,826,392
Depreciation	15,066,093	15,008,643
New Hampshire Medicaid enhancement tax	12,615,694	11,570,541
Interest	1,288,390	938,331
Total operating expenses	352,333,580	327,870,755
Income from operations	242,099	175,561
Nonoperating gains (losses):		
Unrestricted contributions	120,891	85,568
Investment income and dividends	2,370,402	1,894,158
Realized gains on investments, net	11,434,192	13,192,074
Unrealized (losses) gains on investments, net	(4,478,134)	2,096,431
Impact of interest rate swaps	1,073,897	2,403,455
Contributions to community programs	(878,213)	(792,524)
Other, net	238,130	(27,005)
Nonoperating gains, net	9,881,165	18,852,157
Excess of revenues and other support, and nonoperating gains over expenses	10,123,264	19,027,718
Adjustment to pension liability	(751,165)	4,859,261
Increase in unrestricted net assets	\$ 9,372,099	\$ 23,886,979



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