COMMUNITY BENEFITS REPORTING FORM

Pursuant to RSA 7:32-c-l

FOR FISCAL YEAR BEGINNING 10/01/2014

to be filed with:
Office of the Attorney General
Charitable Trusts Unit
33 Capitol Street, Concord, NH 03301-6397
603-271-3591

Section 1: ORGANIZATIONAL INFORMATION

Organization Name Monadnock Community Hospital

Street Address 452 Old Street Road

City Peterborough County 06 - Hillsborough State NH Zip Code 03458

Website Address: www.monadnockhospital.org

Is the organization's community benefit plan on the organization's website? Yes

Has the organization filed its Community Benefits Plan Initial Filing Information form? Yes

IF NO, please complete and attach the Initial Filing Information Form.

IF YES, has any of the initial filing information changed since the date of submission? No IF YES, please attach the updated information.

Chief Executive: Cynthia K. McGuire (603) 924-7191 x 1115

Cynthia.McGuire@mchmail.org

Board Chair: Carole Monroe (603) 563-8889

cdmonroe@myfairpoint.net

Community Benefits

Plan Contact: LeeAnn Clark (603) 924-1700

LeeAnn.Clark@mchmail.org

Is this report being filed on behalf of more than one health care charitable trust? No

IF YES, please complete a copy of this page for each individual organization included in this filing.

Section 2: MISSION & COMMUNITY SERVED

Mission Statement: We are committed to improving the health and well-being of our community.

Has the Mission Statement been reaffirmed in the past year (RSA 7:32e-I)? Yes

Please describe the community served by the health care charitable trust. "Community" may be defined as a geographic service area and/or a population segment.

Service Area (Identify Towns or Region describing the trust's primary service area): The Hospital's primary service area consists of 13 towns including Antrim, Bennington, Dublin, Francestown, Greenfield, Greenville, Hancock, Jaffrey, New Ipswich, Peterborough, Rindge, Sharon, and Temple.

Service Population (Describe demographic or other characteristics if the trust primarily serves a population other than the general population):

The Hospital serves the general population of the primary service area referenced above.

Section 3: COMMUNITY NEEDS ASSESSMENT

In what year was the last community needs assessment conducted to assist in determining the activities to be included in the community benefit plan?

2015 (*Please attach a copy of the needs assessment if completed in the past year*)

Was the assessment conducted in conjunction with other health care charitable trusts in your community? Yes

Based on the needs assessment and community engagement process, what are the priority needs and health concerns of your community?

	NEED (Please enter code # from
	attached list of community needs)
1	122
2	407
3	370
4	400
5	101
6	121
7	526
8	601
9	505

What other important health care needs or community characteristics were considered in the development of the current community benefits plan (e.g. essential needs or services not specifically identified in the community needs assessment)?

	NEED (Please enter code # from
	attached list of community needs)
A	371
В	200
С	350
D	533
Е	341
F	300
G	603

Please provide additional description or comments on community needs including description of "other" needs (code 999) if applicable. *Attach additional pages if necessary*: 128, 124, 319, 602, 301, 330, 611, 607, 125, 999

Section 4: COMMUNITY BENEFIT ACTIVITIES

Identify the categories of Community Benefit activities provided in the preceding year and planned for the upcoming year (note: some categories may be blank). For each area where your organization has activities, report the past and/or projected unreimbursed costs for *all* community benefit activities in that category. For each category, also indicate the *primary* community needs that are addressed by these activities by referring to the applicable number or letter from the lists on the previous page (i.e. the listed needs may relate to only a subset of the total reported costs in some categories).

A. Community Health Services	Community Need Addressed	Unreimbursed Costs (preceding year)	Unreimbursed Costs (projected)
Community Health Education	B 1 2	\$103,132.00	\$100,000.00
Community-based Clinical Services	2 A 6	\$192,314.00	\$200,000.00
Health Care Support Services			
Other:	1 5 G	\$520,101.00	\$300,000.00

B. Health Professions Education	Community Need	Unreimbursed Costs (preceding year)	Unreimbursed Costs (projected)
	Addressed		
Provision of Clinical Settings			
for Undergraduate Training			
Intern/Residency Education			
Scholarships/Funding for	Other		
Health Professions Ed.	Other	\$5,821.00	\$10,000.00
	Other		
Other:			

C. Subsidized Health Services	Community Need Addressed	Unreimbursed Costs (preceding year)	Unreimbursed Costs (projected)
Type of Service: Cardiac Rehabilitation	1 2 D	\$4,385.00	\$4,000.00
Type of Service: Diabetes Rehabilitation	1 2 E	\$49,719.00	\$30,000.00
Type of Service: Pulmonary Rehabilitation	1 2 F	\$12,649.00	\$10,000.00
Type of Service: Outpatient Behavioral Health	2 4 5	\$424,605.00	\$425,000.00

Type of Service: Emergency Department	1 2 6	\$410,850.00	\$400,000.00
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D. Research	Community Need Addressed	Unreimbursed Costs (preceding year)	Unreimbursed Costs (projected)
Clinical Research			
Community Health Research			
Other:			

E. Financial Contributions	Community Need Addressed	Unreimbursed Costs (preceding year)	Unreimbursed Costs (projected)
Cash Donations	2 6 7	\$15,000.00	\$15,000.00
Grants	2 6 7	\$11,130.00	\$20,000.00
In-Kind Assistance	5 Other 6	\$145,310.00	\$145,000.00
Resource Development Assistance			

F. Community Building Activities	Community Need Addressed	Unreimbursed Costs (preceding year)	Unreimbursed Costs (projected)
Physical Infrastructure Improvement			
Economic Development			
Support Systems Enhancement			
Environmental Improvements			
Leadership Development; Training for Community Members			
Coalition Building			
Community Health Advocacy			

G. Community Benefit	Community	Unreimbursed Costs	Unreimbursed Costs
Operations	Need	(preceding year)	(projected)
	Addressed		
Dedicated Staff Costs			
Community Needs/Asset Assessment			
Other Operations			

H. Charity Care	Community Need Addressed	Unreimbursed Costs (preceding year)	Unreimbursed Costs (projected)
Free & Discounted Health Care Services	1 2 6	\$1,238,335.00	\$1,350,000.00

I. Government-Sponsored Health Care	Community Need Addressed	Unreimbursed Costs (preceding year)	Unreimbursed Costs (projected)
Medicare Costs exceeding reimbursement	1 2 6	\$1,560,883.00	\$1,500,000.00
Medicaid Costs exceeding reimbursement	1 2 6	\$1,767,178.00	\$1,800,000.00
Other Publicly-funded health care costs exceeding reimbursement	1 2 6	\$608,000.00	\$610,000.00

Section 5: SUMMARY FINANCIAL MEASURES

Financial Information for Most Recent Fiscal Year	Dollar Amount		
Gross Receipts from Operations	\$135,910,179.00		
Net Revenue from Patient Services	\$68,170,363.00		
Total Operating Expenses	\$75,699,783.00		
Net Medicare Revenue	\$24,582,803.00		
Medicare Costs	\$26,143,687.00		
Net Medicaid Revenue	\$3,836,112.00		
Medicaid Costs	\$5,603,290.00		
Unreimbursed Charity Care Expenses	\$1,238,335.00		
Unreimbursed Expenses of Other Community Benefits	\$7,363,511.00		
Total Unreimbursed Community Benefit Expenses	\$8,601,846.00		
Leveraged Revenue for Community Benefit Activities	\$24,435.00		
Total Community Benefits including Leveraged Revenue for Community Benefit Activities	\$8,626,281.00		

Section 6: COMMUNITY ENGAGEMENT in the Community Benefits Process

List the Community Organizations, Local Government Officials and other Representatives of the Public consulted in the community benefits planning process. Indicate the role of each in the process.	Identification of Need	Prioritization of Need	Development of the Plan	Commented on Proposed Plan
Contoocook Valley Transportation Company	\boxtimes	\boxtimes	\boxtimes	\boxtimes
2) ConVal School District	\boxtimes	\boxtimes	\boxtimes	\boxtimes
3) Good Shepherd Rehabilitation and Nursing Center	\boxtimes	\boxtimes	\boxtimes	\boxtimes
4) Home Healthcare Hospice and Community Services	\boxtimes	\boxtimes		
5) Monadnock Family Services	\boxtimes	\boxtimes		
6) Monadnock At Home	\boxtimes	\boxtimes	\boxtimes	\boxtimes
7) Monadnock Area Transitional Shelter	\boxtimes	\boxtimes		
8) Monadnock Community Hospital	\square	\boxtimes	\boxtimes	\boxtimes
9) Monadnock Developmental Services		\boxtimes		
10) Monadnock Family Services		\boxtimes		
11) The River Center	\boxtimes	\boxtimes	\boxtimes	\boxtimes
12) Greater Monadnock Public Health Network	\boxtimes	\boxtimes	\boxtimes	\boxtimes
13) Peterborough Fire and Rescue	\square	\boxtimes		
14) Dublin Fire and Rescue	\square	\boxtimes	\boxtimes	\boxtimes
15) The Town of Peterborough	\square	\boxtimes		
16) Shelter From the Storm				
17) The Grapevine	\boxtimes	\boxtimes	\boxtimes	\boxtimes
18) The Town of Greenville				
19) Southern New Hampshire Services				
20) Monadnock Healthy Teeth to Toes				
21) The Peterborough Ledgar Transcript				
22) Town of Jaffrey				
23)				
24)				
25)				

Please provide a description of the methods used to solicit community input on community needs (attach additional pages if necessary):

In mid-2015, MCH completed its CHNA and successfully identified and prioritized service gaps in the region. MCH utilized Crescendo Consulting Group along with the community organizations listed above to not only help identify these gaps, but to work together to identify and implement a plan to decrease these service gaps and improve the overall health of our community.

Needs Prioritization Methodology:

Establishing a Leadership Team

Purpose: The objective of the Leadership Group was to engage a broad cross-section of the community that could reasonably represent the very diverse consumers comprising the MCH service area.

The MCH Leadership Group was established early in the project process in order to develop communication channels with, and to learn about the insights of, a diverse set of community stakeholders. In order to generate the information, MCH incorporated input from individuals who represent the broad interests of the community served by the hospital, including those with special knowledge of or expertise in public health. Group members were selected based upon their perceived community health vision, knowledge, and power to impact the well-being of the community. The leadership group included the following members:

- Mary Delisle Monadnock Family Services
- Molly Lockwood Monadnock Community Hospital
- Carol Lunan The Grapevine Family and Community Resource Center
- Ellen Avery Contoocook Valley Transportation Company
- Margaret Nelson The River Center Family and Community Resource
- Travis Kumph Monadnock Community Hospital
- Laura Gingras Monadnock Community Hospital
- Erika Alusic-Bingham Southern New Hampshire Services
- Pam Murphy Conval School District
- LeeAnn Clark Monadnock Community Hospital
- Tricai Wasleigh Public Health Network
- Mary Lee Greaves Public Health Services
- Kelly Collins Town of Greenville
- Ed Walker Peterborough Fire and Rescue
- David Robbisn Monadnock Area Transitional Shelter
- Julie Flood Paige Monadnock Area Transitional Shelter
- Cindy Bowen Monadnock At Home
- Nicole Macstay Town of Peterborough
- Melissa Brewau Home Healthcare Hospice and Community Services
- June Ann Stickland Monadnock Family Services

The leadership committee also offered critical feedback on quantitative data; refined the list of community needs, helped develop the database of available resources, and participated in quantitative and qualitative research methods to build the prioritized list of community needs identified in this report.

Strategic Secondary Research

Purpose: Statistical and demographic data was used to help develop a profile of the lifestyle, demographic, and disease incidence characteristics of the service area. Identifying disparities assists in the prioritization of needs later in the process.

Strategic secondary research included a search of existing published and electronically available data sources to determine statistical profiles of the morbidity, mortality, lifestyle, and demographic characteristics of the MCH service area – along with state and national comparisons, where helpful. The list below includes some of the data sources used to support this assessment.

- Demographic Data.
- o U.S. Census
- o State of New Hampshire, Employment Security
- o State of New Hampshire, Office of Energy and Planning
- Health Risk Behavior Data from the U.S. Centers for Disease Control and Prevention
- o Behavioral Risk Factor Surveillance System Survey (BRFSS).
- o Youth Risk Behavior Survey (YRBS).
- o State of New Hampshire, Department of Education
- Morbidity and Mortality by cause.
- o State of New Hampshire, Department of Health and Human Services, Division of Public Health Services
- o Hospital Discharge Data.
- o Birth and Death Statistics.
- o Cancer Registry.
- Existing materials from other organizations

Crescendo analyzed the secondary data from the sources above and developed a series of data tables to provide a profile of the MCH service area and, more importantly, to gain a better understanding of the relative magnitude of morbidity and mortality data – identifying regional outliers, where possible. The results of the analyses are contained in the appendices.

Qualitative Discussion Groups

Purpose: The objective of the discussion groups was to generate a comprehensive list of community health related needs and to develop access to a database of services. One of the outputs of the discussion groups was the list of 40 community needs that was used in the "prioritization" phase of research.

MCH conducted a discussion group with individuals from a wide range of community groups regarding their perceptions of healthcare service gaps. The group (roughly 90 minutes in length) included in-depth discussion about topics such as community strengths, service gaps, needs prioritization, and ways that MCH may be able to help address community needs. The information was used to help triangulate statistical data and qualitative information collected through other research modalities.

The discussion groups included the following community segments:

• Leadership Group Members As noted above, the Leadership Group included executives from a diverse range of organizations that have direct contact with healthcare consumers and/or provide affiliated services. The Group helped identify an extensive list of community resources, health needs, and service gaps. The participants also reviewed secondary data and provided feedback on the results of the community opinion leader discussion group.

- Community Opinion Leaders. The Community Opinion Leader Group was comprised of healthcare consumers living in the MCH service area and also providing community services such as faith-based networking and in-school nursing. In addition to Leadership Group members, participants in this discussion group were able to help MCH "cast a broad net" with regard to seeking and identifying insights from a broad range of consumers. Members included representatives from the following organizations:
- o Crotched Mountain Rehabilitation Center
- o The River Center Family and Community Resource
- o The Grapevine Family & Community Resource Center
- o Contoocook Valley Transportation Company
- o Town of Greenville
- o Town of Peterborough
- o Southern New Hampshire Services
- Monadnock At Home

Needs Prioritization Process

Purpose: This stage used a mixed modality approach to rank order the 40 community needs identified in earlier research. The approach is designed to help build consensus around the results and thoroughly evaluate community needs.

Crescendo helped MCH implement a quantitative and qualitative survey method that is used to collect, distill, and reach prioritized consensus around creative ideas and/or qualitative issues and questions. Leadership Group members rated health initiatives and provided qualitative feedback. The process included three steps.

- Leadership Group members were asked to quantitatively and qualitatively evaluate each of the 40 community needs (identified by discussion group participants and through the data analysis research phase) using an electronic survey developed by Crescendo.
- The resulting needs were rank-ordered based upon the average score and aggregated qualitative comments. The survey results were sent to Leadership Group members in the form of a second survey. The second survey included the same list of 40 needs, the ranking of each of the community needs based on previous survey, and a list of qualitative comments submitted by survey participants. Leadership Group members re-rated the 40 needs based on their own opinions and the insights of others as expressed in the list of aggregated comments. Group members submitted their responses to Crescendo.
- The results of the second survey were rank-ordered based on the average scores and submitted to MCH. The complete list of the community needs evaluated in the process is included in the Appendix of this assessment. The prioritized list of the top 10 needs is included in the next section of this assessment.

Section 7: CHARITY CARE COMPLIANCE

Please characterize the charity care policies and procedures of your organization according to the following:	YES	NO	Not Applicable
The valuation of charity does not include any bad debt, receivables or revenue			
Written charity care policy available to the public			
Any individual can apply for charity care			
Any applicant will receive a prompt decision on eligibility and amount of charity care offered			
Notices of policy in lobbies			
Notice of policy in waiting rooms			
Notice of policy in other public areas			
Notice given to recipients who are served in their home			

List of Potential Community Needs for Use on Section 3

- 100 Access to Care; General
- 101 Access to Care; Financial Barriers
- 102 Access to Care; Geographic Barriers
- 103 Access to Care; Language/Cultural Barriers to Care
- 120 Availability of Primary Care
- 121 Availability of Dental/Oral Health Care
- 122 Availability of Behavioral Health Care
- 123 Availability of Other Medical Specialties
- 124 Availability of Home Health Care
- 125 Availability of Long Term Care or Assisted Living
- 126 Availability of Physical/Occupational Therapy
- 127 Availability of Other Health Professionals/Services
- 128 Availability of Prescription Medications
- 200 Maternal & Child Health; General
- 201 Perinatal Care Access
- 202 Infant Mortality
- 203 Teen Pregnancy
- 204 Access/Availability of Family Planning Services
- 206 Infant & Child Nutrition
- 220 School Health Services
- 300 Chronic Disease Prevention and Care; General
- 301 Breast Cancer
- 302 Cervical Cancer
- 303 Colorectal Cancer
- 304 Lung Cancer
- 305 Prostate Cancer
- 319 Other Cancer
- 320 Hypertension/HBP
- 321 Coronary Heart Disease
- 322 Cerebrovascular Disease/Stroke
- 330 Diabetes
- 340 Asthma
- 341 Chronic Obstructive Pulmonary Disease
- 350 Access/Availability of Chronic Disease Screening Services
- 360 Infectious Disease Prevention and Care; General
- 361 Immunization Rates
- 362 STDs/HIV
- 363 Influenza/Pneumonia
- 364 Food borne disease
- 365 Vector borne disease

- 370 Mental Health/Psychiatric Disorders Prevention and Care; General
- 371 Suicide Prevention
- 372 Child and adolescent mental health
- 372 Alzheimer's/Dementia
- 373 Depression
- 374 Serious Mental Illness
- 400 Substance Use; Lifestyle Issues
- 401 Youth Alcohol Use
- 402 Adult Alcohol Use
- 403 Youth Drug Use
- 404 Adult Drug Use
- 405 Youth Tobacco Use
- 406 Adult Tobacco Use
- 407 Access/Availability of Alcohol/Drug Treatment
- 420 Obesity
- 421 Physical Activity
- 422 Nutrition Education
- 430 Family/Parent Support Services
- 500 Socioeconomic Issues; General
- 501 Aging Population
- 502 Immigrants/Refugees
- 503 Poverty
- 504 Unemployment
- 505 Homelessness
- 506 Economic Development
- 507 Educational Attainment
- 508 High School Completion
- 509 Housing Adequacy
- 520 Community Safety & Injury; General
- 521 Availability of Emergency Medical Services
- 522 Local Emergency Readiness & Response
- 523 Motor Vehicle-related Injury/Mortality
- 524 Driving Under Influence
- 525 Vandalism/Crime
- 526 Domestic Abuse
- 527 Child Abuse/Neglect
- 528 Lead Poisoning
- 529 Work-related injury
- 530 Fall Injuries
- 531 Brain Injury
- 532 Other Unintentional Injury

- 533 Air Quality
- 534 Water Quality
- 600 Community Supports; General
- 601 Transportation Services
- 602 Information & Referral Services
- 603 Senior Services
- 604 Prescription Assistance
- 605 Medical Interpretation
- 606 Services for Physical & Developmental Disabilities
- 607 Housing Assistance
- 608 Fuel Assistance
- 609 Food Assistance
- 610 Child Care Assistance
- 611 Respite Care
- 999 Other Community Need