



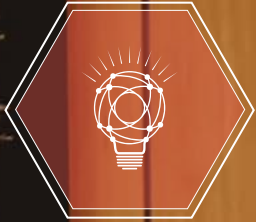
Innovate. Elevate. Celebrate.

ENTERING A NEW CENTURY OF CARE



Monadnock
COMMUNITY HOSPITAL

2024 REPORT TO OUR COMMUNITY



Dear Friends,

As we begin our second century of caring for our community, my heart is full of gratitude for our cherished Monadnock Community Hospital (MCH) family, including you, our supporters and friends. Your steadfast partnership and generosity have been the cornerstone of our achievements. Your volunteerism brings smiles to the faces of our patients and employees every day, and your philanthropic gifts help us to sustain and grow our services as we meet the needs of our community.

The advancements you will read about in this report reflect our commitment to excellence in healthcare and our passion for caring for the community that has supported us throughout the years. We have added some new services this past year to increase patient access, including our own gastroenterology practice, Monadnock Gastroenterology Associates. You will also read about spine care, minimally invasive carpal tunnel procedures, pediatric orthopedics, a new CT scanner, and a renovated outdoor turf area for our rehabilitation patients.

Recruitment and retention of the best talent is our number one strategic initiative, and we have recently welcomed new clinicians in both specialty and primary care, enhancing our capacity to offer you comprehensive health-care options close to home. I am so proud of every employee at MCH, and I witness daily the compassion they bring to every patient experience. Our employees will always be our most valuable asset.

Our success and growth are fueled by your investments in our mission to improve the health and well-being of our community. Thanks to you, our supporters, volunteers, employees, clinicians, patients, and friends, we are able to continue to fulfill that mission each and every day in the heart of the Monadnock Region. Thank you for your generosity and commitment to Monadnock Community Hospital. You are invaluable to us.

With heartfelt thanks for all you do,

Cynthia K. McGuire, FACHE
President and CEO
Monadnock Community Hospital



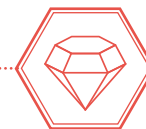
Mission

Monadnock Community Hospital is committed to improving the health and well-being of our community.



Vision

We will elevate the health of our community by providing accessible, high-quality and value-based care.



Values

- Compassion
- Honesty
- Collaboration
- Respect



We are Monadnock Community Hospital.

We are skilled experts, from across the world and right next door, who studied and trained to provide the Monadnock community with exceptional healthcare. We are committed staff members and volunteers, each contributing our own unique talents to serve patients and families. We are innovators, adopting advanced technology and techniques to elevate the care we provide. We are also neighbors, dedicated to improving the health of people in the places where we live. We're more than just close-knit colleagues, we're friends and family. Hundreds strong, we are embarking on our second century of care as stewards of a proud legacy, always moving forward in service to our community. And that's something to celebrate.

From back to front: Armando Rangel, HR Generalist; Cathy Maki, Accountant; Dr. Dmitry Tarasevich, Monadnock Internal Medicine; Tausey Wolfe, Monadnock Behavioral Health Practice Manager; Corryn Nelson, Physical Therapist; Jennifer Norris, Patient Access Coordinator; Leah Hakala, Birthing Suite LNA



Heather Bartels, MD and Patricia Shuster

Advanced Surgical Expertise Close to Home

Finding out that you need surgery can be overwhelming, but there are ways to ease the stress. MCH ensures surgical expertise for their patients conveniently close to home.

Patricia Shuster of Fitzwilliam knows this firsthand. When she required cataract surgery, she turned to the skilled surgeons of The Medical Eye Center, located at MCH. She says, “I’ve had other surgeries at MCH over the years because I trust the doctors and the OR team. It’s also convenient to me, being so close to where I live. When I went in, not only were all of the staff members professional, they were friendly—and funny. It really helped me to relax.”

The Medical Eye Center, which opened their Peterborough location in the spring of 2023, is just one of the premier practices serving patients at MCH’s state-of-the-art surgical facilities. It is here in Peterborough that talented and experienced surgeons and their surgical teams—including

highly skilled nurses and surgical technologists—successfully perform general, orthopedic, gastrointestinal, ophthalmic, and OBGYN surgeries every day. **Whatever a patient’s surgical needs, our advanced operating rooms and high-quality, personal care are designed to take as much stress out of surgery as possible.** “I’ve been telling everyone about my surgery,” says Patricia. “It was a great experience—I had worn glasses since I was a little girl, and now I don’t need to. I put my trust in Monadnock Community Hospital and will continue to do so.”

“It was a great experience... I put my trust in Monadnock Community Hospital and will continue to do so.”

Buttoned Up Surgical Care

Dr. Brian Kwitkin, board-certified general surgeon, arrived at Monadnock Surgical Associates in 2023, and he is already having a positive impact on our community, and on the lives of people like Hiyam Makarios.

When the former high school teacher from Rindge became concerned by a painful bulge in her belly, she went to the Emergency Department at Monadnock Community Hospital. Our expert team diagnosed her with an umbilical (or belly button) hernia and referred her to Monadnock Surgical Associates.

“Dr. Kwitkin’s temperament was so calming which gave me confidence that I was in great hands. He showed me exactly what my condition was, explained how he was going to fix it, and answered all of my questions,” Hiyam says.

One benefit of having her surgery close to home was that Hiyam had connections to members of her care team.

She explains, “One of the nurses is the mother of a former student of mine!” And she made new connections. “It turned out that my anesthesiologist is originally from Canada, just like me, so we were able to converse in French.” Hiyam praises the entire team for her exceptional care. **“It’s because of Dr. Kwitkin and his nurses that I have been able to strengthen my stomach muscles and return to my normal life. Everything was perfect and I am proud to say Dr. Kwitkin was my surgeon.”**

“Everything was perfect and I am proud to say Dr. Kwitkin was my surgeon.”



Hiyam Makarios and Brian Kwitkin, MD



Karen Clement holding a painting of her grandmother, Margaret Adams Clement

The Clement Family legacy of leadership, volunteerism, and philanthropy at MCH has had an extraordinary impact on the Hospital for over 100 years. The story began in 1916, when Margaret Adams Clement began talking with her friend, Robert Parmelee, about donating his summer estate to be used to establish a hospital. In 1918, Margaret was named one of eleven trustees who oversaw the planning and fundraising needed to transform the summer home into the Peterborough Hospital, which opened its doors in 1923. Margaret's son, Everett Clement, and his wife Margaret ("Peg") continued the family's generosity with a bequest that helped to build the endowment as well as renovate The Birthing Suite. Today, Everett's daughter, Karen Clement, and her husband, Richard Jordan, are the family's third generation who have supported the Hospital. Their vision and generosity have helped to establish and sustain one of the finest small hospitals in New England.



Lifetime Giving

Through their years of support, these philanthropic leaders have each made generous cumulative gifts totaling over \$100,000.

LEGACY CIRCLE \$1,000,000 +

Anonymous
Mrs. Sarah Hogate Bacon & Mr. Theodore S. Bacon, Jr.*
Raymond* & Anne Baddour
Edward L. Bond, Jr.*
Thomas & Joanne Head*
Corinne B. MacLennan-Kennedy
Herbert T. Nilson*
Janet U. Schaefer*

CHAIRMAN'S CIRCLE \$500,000 - \$999,999

Everett & Margaret H. Clement*
Ann Darsie*
Dr. & Mrs. Joseph F. Gosling*
Nancy P. Shea*

PRESIDENT'S CIRCLE \$100,000 - \$499,999

Anonymous (2)
Marion & Frank Almeida*
Arnold J. Antak
Helen Bastedo*
Robert Boyd
Karen Clement & Richard A. Jordan
Jeanne T. Cook*
Bev & Ted Covert*
Anne Doucet
The Eppes-Jefferson Foundation, Inc.
Stan & Cheri Fry

David A. Glynn*
The Grimshaw-Gudewicz Charitable Foundation
Lin & Joe Hart
Mr. & Mrs. Harry J. Healer, Jr.
Mr. & Mrs. David J. Houston
Hutter Construction Corporation
Frederick P. Koallick*
David M. Lang*
Mr. & Mrs. John M. Lord*
Catherine P. & Richard C. Merrill*
Virginia & Joseph Merrion*
Stephen H. Millard*
Monadnock Community Hospital Auxiliary
Monadnock Paper Mills, Inc.
People's United Bank
Walter & Dorothy Peterson*
Dr. & Mrs. Theodore Renna
John K.* & Susan M. Roper
Mr. & Mrs. Robert Sorenson*
Mr. & Mrs. Charles B. Sullivan*
Robert Taft*
Anne C. Thompson*
Elsie P. van Buren*
The Gilbert Verney Foundation
The Window Shop at Monadnock Community Hospital
Miss Linda A. Witherill
Samuel D. & Dixie Wonders*

Thank You to Our Parmelee Society

The Parmelee Society recognizes the individuals who choose to include Monadnock Community Hospital in their wills or estate plans. Their legacy gifts ensure the accessibility of high-quality healthcare for their neighbors and loved ones for generations to come. MCH is honored by these generous supporters who demonstrate the spirit of community and share their devotion to our hospital well into the future.

- | | |
|--|---|
| Anonymous (3) | Tom Luebberman [^] |
| John H. Adams* | Corinne B. MacLennan-Kennedy |
| Thomas & Susanne Bates [^] | Cynthia ⁺ & Harry McGuire |
| Robert L. Boyd | Julie B. Middleton |
| Audrey B. Carvalho | LeeAnn Moore ⁺ |
| Dr. & Mrs. Peter M. Cerroni | Mr. & Mrs. Michael Murphy |
| Diane Chauncey | Marcia Ober [^] |
| Nancy C. Clarke [^] | Charles Palmer |
| Claudia Cleary | Pattie & John Petrou |
| Karen Clement | Dr. Phyllis E. Porter |
| Roland Coates &
Elizabeth Freeman | Dr. & Mrs. James D. Potter |
| Robert & Melinda Condon | Peter & Suzanne Read |
| Mr. & Mrs. John J. Cronin III | Dr. & Mrs. Theodore Renna |
| Mr. & Mrs. Thomas Doane | Penelope A. Rodriguez |
| Mr. & Mrs. ⁺ Frederick T. Ernst, Jr. | Susan M. Roper |
| Phyllis & Joseph T. Ferry, Jr. | Rolande Roy |
| William Fluhr & Kristen
Neshiem | Mr. & Mrs. Taylor Sage |
| Laura A. Gingras ⁺ &
David C. Fish | Ann Sargent |
| Peter & Connie Gosline | Phyllis S. Scott* |
| Sadie E. Halliday | Shirley G. Sher ^k * |
| Mr. & Mrs. Joseph S. Hart | Mr. [^] & Mrs. [^] Howard C.
Sherman |
| Bev Henneman | Judy Stockwell |
| Dr. Owen R. Houghton | Anne D. Twitchell [^] |
| Mr. & Mrs. David J. Houston | Doris Underwood |
| Clifford Jarest* | Judith & John* Vance |
| Patricia S. Johnson | Mr. & Mrs. Thomas J. Ward |
| Sharon E. Johnson [^] | Mr. & Mrs. Richard S. Warner |
| Terry R. Kilvert [^] | Audrey M. White ⁺ &
Daniel L. Keaveny |
| Bruce W. & Sarah H. Larsen | Andrea J. Wood [^] |
| Carol A. Lord [^] | Samuel Zachos* |
| Steven & Ann [^] Lord | |

Deceased * | Employee + | Volunteer [^]



From left to right:
Katharyn Ernst, LeeAnn Moore, Laura Gingras

Philanthropic gifts help us fulfill our mission to serve the community. Consider making a specific provision in your will for MCH. If you already have, let us know so we can honor you as a member of our Parmelee Society.

For information about the Parmelee Society or charitable giving, please contact:

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Katharyn Ernst
Philanthropy & Community Relations Coordinator
Katharyn.Ernst@MCHMail.org
603-924-4682



Members of the Patient & Family Advisory Council from left to right: Lisa McInnis, MHP Practice Liaison; Molly Rajaniemi, Patient Experience Coordinator; Judy Unger-Clark; John Richards; Vicky Rank; and Denise Lord, VP of Organizational Performance. (Not pictured: Michael Greenough, Education and Emergency Management Specialist; Maria Brown, Oncology Medical Assistant; Walter Fleury; Madelyn Morris; Suzanne O'Brien; and Carol Hess)

Invaluable Insight: The Patient & Family Advisory Council

At Monadnock Community Hospital, the care of our patients—as well as their loved ones—is the center of conversation for the Patient & Family Advisory Council (PFAC). Re-established in 2022, PFAC members have worked to represent the voice of the patients and families in MCH initiatives, while learning more about our organization and becoming positive, informed community ambassadors.

PFAC members provide personal feedback, helping MCH leaders to better understand patient perspectives and strengthen the relationship between MCH and the community we serve. To date, the PFAC has contributed to a variety of projects, including MCH's 100th anniversary, patient educational materials, website pages, and consent forms. PFAC members have gained a deeper understanding of MCH's programs and services, allowing the group to offer valuable input from a community perspective.

MCH Provided \$18,372,500 of Support to Our Community in 2023

- Subsidized Health Services (e.g., Chronic Health Programs, Emergency Department, Behavioral Health Services, etc.): \$8,926,000
- Charity Care (e.g., Financial Assistance Program): \$392,000
- In-kind Donations (e.g., Donations to Other Organizations, EMT Training, etc.): \$273,500
- Community Programs (e.g., Mobile Integrated Health, Parent Support Services, etc.): \$328,000
- Public Programs (e.g., Medicaid and Medicare Shortfall): \$8,453,000





Window Shop volunteers standing left to right: Barbara Pendleton, Liz Kenney, Roon Frost, Toni Gildone (MCH Window Shop Manager and Volunteer Coordinator), Steffie Kyte, Shelly Zinsmeister, Judy Edelkind, and Carole Connor
Sitting left to right: Connie Boyd and Louise Vickory

A Brighter Space for Staff and Visitors

Since its inception, the Window Shop has played a pivotal role in supporting patient care initiatives at MCH. The volunteers who run the shop have raised significant funds for the hospital over the decades, donating most of them to help us improve patient care. Donations from the shop have facilitated significant improvement projects, including the implementation of an electronic medication dispensing tracking program, the establishment of the simulation lab offering a comprehensive training space for MCH staff and local EMTs, the provision of oversized gurneys for the operating room, and multiple enhancements to the Birthing Suite.

During the pandemic, the Window Shop pivoted its focus to support MCH's hardworking employees. A portion of the proceeds was redirected towards morale-boosting projects such as homemade dinner

raffles and various initiatives aimed at providing support to the hospital staff. Other projects also include the heartwarming tradition of donating approximately 300 onesie t-shirts to babies born at MCH each year for almost two decades.

Proceeds have also paid for a number of Window Shop relocations over the decades and the new remodel.

Nancy Speeney, one of 22 who volunteer at the Shop today, says, "Being a volunteer here is incredibly fulfilling and I truly look forward to coming in every day."

"Being a volunteer here is incredibly fulfilling..."

Thank a Volunteer
YOUR GENEROSITY TOUCHES THE LIVES OF SO MANY



Volunteer Staff Pictures above: Gwyn Baldwin, Toni Gildone - Volunteer Coordinator and Window Shop Manager, Carole Connor and Linda Keenan.

Thank You To Our Volunteers

1 - 500 Hours

Meredeth Allen
Len Allen
Doreen Ames
Tom Bates
Miriam Atwood
Rose Bochicchio
Max Boyd
Cyndy Burgess
Luci Byrnes
Patricia Carrier
Barbara Delworth
Lori Dumaine
Dewey Clark
Lee Dunholter
Soosen Dunholter
Linda Fillman
Walter Fleury
Tess Fitzgerald
Bob Fogg*
Derek Fritz
Susan Graham
Hadley Greene
Patricia Harmon
Carol Hess
Pamela Hill
Debbie Jameson
Sharon Johnson
Diane Kangas
Terry Kilvert
Victor King
Stefanie Kyte

Greg Lawn
Beverly Leach
Mike Lindberg, MD
Barbara Livoli
Ann Lord
Carol Lord
Tom Luebberman
Judy Makechnie
Norm Makechnie
Kathy McCloy-Raleigh
Estelle Merzi
Debra Mills
Madelyn Morris
Lorelei Murphy
Marcia Ober
Wendy Parker
Judy Peucker
Sophia Rallis
Victoria Rank
John Richards
Chuck Seigel, MD
Sally Shonk
Kap Siddall
Joyce Stevens
Judy Unger-Clark
Meredith White
Shelly Zinsmeister

501 - 1000 Hours

Gwyn Baldwin
Jane Bowman
Nancy Clarke

Jane Cleveland
Carole Connor
Valerie Connor
Judith Draper
Joe Fletcher
Jan Johnson
Linda Keenan
Mary Loftis
Terri Lombardi
Karen McCormack
David Moulton
Maura Pascucci
Barbara Pendleton
Bernice Perry
Marcia Schwartz
Nancy Speeney
Anne Twitchell
Louise Vickory
Andrea Wood

1001 - 2000 Hours

Carole Angus
Cedric Baker
Sandra Benotti
Bonnie Castor
Kaysie Castor
Diane Cherwin
Jim Dodge
Judy Edelkind
Roon Frost
Sandhya Kale, MD
Elizabeth Kenney

Suzanne O'Brien
Audrey White

2001 - 3000 Hours

Clay Sherman
Nahida Sherman
Mary Frances Lawler*
Dale Russell

3001 - 4000 Hours

Carol Farnham
Margaret Flick

4001 - 5000 Hours

Connie Boyd

5001 - 10000 Hours

Brad Farnham

Honorary

Karen Bannister
Chris Brown
Jo Carrara
Peg McLeod
Marcia Pettee
Kay Ryan*
Shirley Sherk
Sam Zachos*

Deceased *



Always Innovating

Since our founding, Monadnock Community Hospital has always sought out opportunities to expand our services by adding new techniques, new technologies, and new environments for care. Over the past year we have introduced cutting-edge surgical procedures, revitalized key services, incorporated advanced equipment, and designed spaces to aid healing.



Monadnock Gastroenterology Associates

This year, we introduced Monadnock Gastroenterology Associates. This new practice, led by Dr. Michael Gilbert, offers patients the latest care and treatment options for a wide range of digestive conditions and disorders affecting the esophagus, stomach, small intestine, colon, rectum, pancreas, gallbladder, and bile ducts.



Sports Rehab Turf

As part of our recent renovation project to add 3,500 square feet of therapeutic space to our Rehabilitation Department at the Bond Wellness Center, we have installed outdoor athletic turf and rubberized matting. Here, patients will have the opportunity to enhance dynamic balance and agility through sport-specific movements, such as executing a golf swing or lunging to reach a challenging pickleball.



Spine Care

Your spine is at the center of your body and your health, giving your body structure and protecting the root of your nervous system: your spinal cord. The Spine Care Team at Monadnock Orthopaedic Associates, led by Dr. Vache Hambarzumyan and Tom Quinn, PA-C, has introduced an array of spinal surgery procedures to address congenital and developmental deformities, degenerative conditions, and injuries—all with a focus on minimally invasive techniques.





Educational Opportunities

Since the pandemic had put community education offerings on hold, over the past year, MCH has begun to offer multiple education opportunities again, including the “Baby & Me” group, First Aid and CPR training, and field trips for local home-schooled children. Our Health and Wellness seminars have seen great attendance for a wide variety of topics. Additionally, our collaboration with local support groups, including AA, has offered a safe space to those seeking solace and recovery. Each initiative highlights our commitment to a stronger, healthier, and more resilient community.



CT Scanner

Thanks to the support of our donors, MCH Radiology is now home to a Toshiba 80-slice high-speed helical CT (computed tomography) scanner, able to produce exceptional quality images of any part of the body with very short scan time and at a lower dose of radiation. The new scanner is located adjacent to the emergency department which is especially useful for trauma cases in which time is of the essence.



Trigger Finger Release

Each year, more than 200,000 people in the U.S. are diagnosed with trigger finger—inflammation of a tendon in the hand, causing stiffness and pain in the affected finger. Some of those people are right here in the Monadnock Region. That’s why we’ve introduced minimally invasive Trigger Finger Release with Dr. Brad White, a new innovative surgical solution guided by ultrasound, to alleviate pain and get people back to full function faster than traditional surgeries.





Dr. Vache Hambardzumyan with Louise DelPapa

Finding the Right Level of Care

“I just moved normally,” says Louise DelPapa of New Ipswich, but what happened next was far from expected. As a result of her osteoporosis, or loss of bone mass due to aging, Louise suffered multiple compression fractures in her spine. The result was agony. “I’m very active,”

she says, “and had just moved three cords of wood. Suddenly I couldn’t lie down, I couldn’t sit up, I couldn’t move right or left.”

After an X-ray at Monadnock Community Hospital revealed the fractures, she found herself at Monadnock Orthopaedic Associates with Dr. Vache Hambardzumyan.

She recalls, “**Dr. Vache was very kind and compassionate, and was conservative with my care. After he explained the pros and cons of**

surgery, we decided to treat my condition non-surgically. He kept encouraging me, assuring me that the fractures would be minimized, my pain would lessen, and my mobility would improve with a combination of medications and physical therapy. He was right!” In addition to physical therapy, Louise has been exercising with weights while taking vitamins and receiving a monthly injection that reduces fractures in women with osteoporosis after menopause.

“I was concerned about possible side effects,” she says, “but Dr. Vache explained that the risk was low and the benefits outweighed them.” Speaking of the benefits, Louise shares, “I walk 10,000 to 14,000 steps a day. Life is good now. I can do nearly everything I used to. I refer everyone to Monadnock Orthopaedic Associates and MCH—they have the solutions. I’m so glad they are right down the road.”

“I walk
10,000
to 14,000
steps a day.
Life is good
now.”

Making Strides in Rehabilitative Excellence

In 2020, Bruce Barsalou knew he was in trouble. For the Deering resident, simply drawing a breath had gradually become a struggle. Chronic Obstructive Pulmonary Disease (COPD), induced by decades of smoking, had landed him in the hospital more than once. It eventually led Bruce to being totally dependent on supplemental oxygen, in his late 50s. Bruce needed new lungs, but to qualify for a transplant at Massachusetts General Hospital, he needed to build stamina and lose weight. That's what led him to the outpatient Pulmonary Fitness Program at Monadnock Community Hospital. There, our expert staff works with people like Bruce to safely expand their limits and reach their goals. "When I started the program," he says, "I had gotten up to 280 pounds and I couldn't walk more than 120 feet in six minutes without gasping for air." Progress was slow at first, but Bruce says **"my team kept me motivated, helping me understand what I needed to do. They told me that if I didn't push myself, nothing was going to happen."**

He worked on the Nustep machine to increase his endurance, got a rollator walker to aid his mobility,

and made changes to his diet. Eventually, he was able to walk 600 feet in six minutes and dropped 57 pounds—enough to qualify for the transplant list. "At my last test, I made it to 800 feet!" he proudly declares.

In November of 2023, he received a double lung transplant. Today, Bruce is living without oxygen and is regaining his independence. As he mends from surgery, he's headed back to the hospital for post-surgery rehabilitation. "If you're in the same situation as me," he says, "definitely go to rehab, and do the work. When I first got there, I wasn't motivated—'How do you expect me to exercise when I can't catch my breath?' But they stuck with me, kept encouraging me, kept pushing me to try a little harder." With that encouragement, Bruce is finally breathing easier about his future.

Today, Bruce is living without oxygen and is regaining his independence.



From left to right: Essy Moverman, RRT, RCP, CTTS, Outpatient Pulmonary Coordinator; Bruce Barsalou; Dawne Beamer, Respiratory Therapist; Kiara Burek, Exercise Physiologist; Gabby Trust, Exercise Physiologist

Welcome New Medical Staff



Brian Kwitkin, MD, FACS
General Surgery
Monadnock Surgical Associates



Jennifer Romanelli, APRN
Family Medicine Nurse Practitioner
Jaffrey Family Practice



Andrea Bentley-Melle, APRN
Family Medicine Nurse Practitioner
Monadnock Family Care



Michael Gilbert, MD
Gastroenterologist
Monadnock Gastroenterology
Associates



Lauren Stacy, APRN
Family Medicine Nurse Practitioner
Jaffrey Family Practice



Elizabeth Johnsen, DO
Obstetrics & Gynecology
Monadnock OB/GYN Associates



Heather Bartels, MD
Ophthalmologist
The Medical Eye Center

**“With open arms,
we welcome our
newest clinicians not
only for their skills but also
for the new perspectives they
bring to our legacy of care.”**

- Cynthia K. McGuire, FACHE,
President & CEO

Gifts In Kind

Through gifts of products and service between January 1, 2023, and December 31, 2023, the following people and businesses have helped to support our mission:

Larry Ahern	European Esthetics	The Melamine Cup	The Range
Achille Agway	Gordon Services Property Management	Barbara A. Miller	Savron Graphics
Anne Baddour	Greenleaf Restaurant	Monadnock Oil & Vinegar	Shaw's Supermarket
Bantam Grill	Helms & Company	Cynthia & Byron Niederhelman	Studio 105 Hair Design
Belletetes, Inc.	Hillsboro Ford, Inc.	The Park Theatre	Waterhouse Restaurant
Boy Scout Troop 33	Island Bowls	The Pearl Restaurant	The Window Shop at Monadnock Community Hospital
Helen & Ian Carr	Kimball Farm	Peterborough Massage Therapy	Woodbound Inn
Coca-Cola	Tammi & Vinny Lemire	Denise Pollock	
Crotched Mountain Operations, LLC	Lincoln Financial Group	Profile Office Furniture. LLC	
Edmunds Ace Hardware	Manhattan East Hair Design	Project Linus Southwest NH Chapter	

In Honor Of

One of the most meaningful ways to honor a special person or caregiver is to make a gift to Monadnock Community Hospital. Gifts were made to honor the following individuals and teams between January 1, 2023, and December 31, 2023:

Dr. Derek Anderson	Sue Jackson, RN	Dr. Terrence McNamara	Anna Ruelle, DPM
Dr. Steven Boutrus	Dr. Eric Lasky	Dr. Ronald Michalak	Linda Santoro
Jesse Eli Brown, Sr.	Don Lawler	Monadnock Family Care	Heather Vanderpool
Kevin Costello, PA-C	Dr. David Levene	Monadnock Orthopaedic Associates	Beatrice Vanni, RN
Courtney Dunning	Pax & Gia Lothrop	Kylah Moore	Lottie Wall
Toni Gildone	The Birthing Suite at MCH	Trevor Moore	Doc Whicker
Claire and Edmond Gingras	MCH Emergency Department	Dr. Gregory Neilley	Dr. Bradley White
Laura Gingras	MCH Employees	Marcia Ober	Janet Willis
Jessica Guyer, RN	MCH Medical-Surgical Unit	Autumn and Gunner Pallan	
Kavita Handoo	MCH Rehabilitation	Kathy Ross	
Muriel Henault, RN	MCH's 100 th Anniversary		

In Memory Of

Honor the legacy of a loved one or memorialize a special person in your life with a gift to Monadnock Community Hospital. Gifts were made in loving memory of the following individuals between January 1, 2023, and December 31, 2023:

Peter M. Abbott, RN	All those lost during the COVID-19 pandemic	Dot Kastner	Ann L. Repak
Barbara Andreas	Richard E. Dahlberg	Ruth M. Kellogg	Ruth & Calvin Rich
Marion M. Beauvais	Ted Ernst	Ron Kurz	Edith H. Russell
Catherine Beers	Thomas Peter Fallon	David Lang	Melody Schoel
Charles A. Beers	Kelly Felgar	Dr. Christian Leopold, OB/GYN	Phyllis S. Scott
Beverly Bernardi	Arthur W. Flick, Jr.	Rob Lord	Joseph Shamy
Walter J Bieniek, Jr.	Shari Fowler	Mary B. Maggio	Bob Slade
Ian R. F. Bishop	Sue Fulton	Robert K. Massey	Eliza Jane Smullen
Stephen A. Black	Harold Graham	Kenneth A. McLeod	Joan Spikol
Carol A. Blodgett	Patrick Greenough	Peter Merzi	Antonia Sullivan
Mr. & Mrs. Donald F. Blodgett, Jr.	Mark Grenier	"My Dave" Moriarty	Charles & Thelma Turner
Michael P. Breen	Nancy Griswold	Martin Nichols	Cynthia Turner
Lonny Brown	Anne Gay Hartman	Walter Niskala	Edward B. Twitchell, MD
Mileva P. Brown	John Hartwell	James & Judith Nolan	Candy & Dave Walker
Ray Burgoyne	William Hogue, Sr.	Kathleen A. Osgood	Rob Walsh
Theresa D. Callahan	Jeannine Holmes	Robert & Alice Parmelee	Bill & Bob Weibel
Frank Carrara	Norma Houghton, RN	Ernest Parmenter	Robert Wellwood, MD
Loring Catlin, Sr.	Bob Howard	Walter Peterson	Jo Wheeler
William Connor	Nathan Huszar	Frank & Julia Poodiack	Ken Whiton, Jr.
Annie Cook	Clifford & Dorothy Jarest	Richard D. Porter	Tom Wiggin
Else & Frank Cordelle	Eleanor P. Johnson	Winifred E. Quinn	Jane B. Wisan
		Janet Reilly	Linnea Zachos
			Zanga Family



MCH Employees from left to right: Charles Trimble, Security; Cathy Maki, Finance; Pia Benet, Operating Room; Karen Aucella, Rehabilitation Services; and Jon Gullage, Imaging Services

Employee Contributors

Anonymous (44)
 Emily A.
 Tim Abbott
 Jennifer Alexander
 Karen & Timothy Aucella
 Helen D. Bates
 Jill Beam
 Lurene Bell
 Pia Benet
 Drs. Samantha & David
 Bernstein
 Elissa Berry
 Denise Bieniek
 Russ & Danielle Bishop
 Lisa & Tom Blais
 Brianna Blake
 Arianah Vanni Blanchard,
 RN
 Brianna Blodgett
 Cassandra Blumm
 Erica Boheen, MD
 Melodi Bond
 Julie Boudreau
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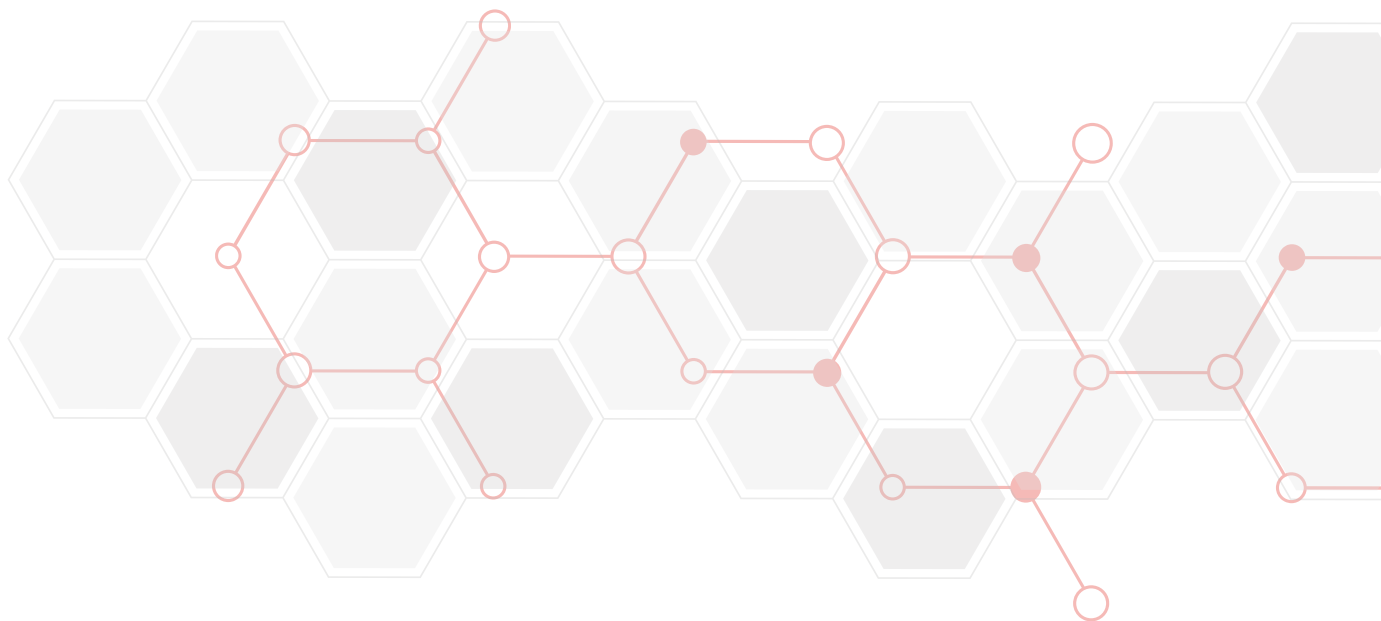
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Consolidated Statement of Revenues and Expenses

Revenues

2023

Government reimbursement for Medicaid shortfall and the uninsured	\$5,880,000
Billed for services to our patients	\$184,318,000
Other operating revenues	\$7,035,000
Gross Revenue	\$197,233,000

Less: Amounts billed but not received

Government and commercial contractual agreements	\$85,250,000
Patients unable to pay	\$517,000
Provisions for bad debt	\$5,534,000
Net Revenue	\$105,932,000

Costs

Our costs included amounts:

To pay our employees and physicians	\$50,719,000
To pay our suppliers and vendors	\$39,982,000
To fund depreciation and pay interest on debt	\$5,550,000
To pay NH Medicaid Enhancement Tax	\$4,678,000
Total Costs	\$100,929,000

Net Gain From Operations **\$5,003,000**

Fiscal year ending September 30, 2023

Key Statistics, Actual

Overnight Admissions	1,122	Imaging Exams	33,581
Births	262	Lab Tests	186,069
Emergency Room Visits	13,353	Physical, Occupational, and Speech Procedures	65,966
Surgical Cases	1,140	Physician Practice Visits	80,710
Endoscopy Procedures	951		

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Key

APRN
Advanced Practice
Registered Nurse

CMA
Certified Medical
Assistant

CMO
Chief Medical Officer

CNO
Chief Nursing Officer

DDS
Doctor of Dental
Surgery

DMD
Doctor of Medical
Dentistry

DO
Doctor of Osteopathic
Medicine

LICSW
Licensed Independent
Clinical Social Worker

MA
Medical Assistant

MD
Medical Doctor

PA
Physician Assistant

PA-C
Certified Physician
Assistant

PhD
Doctor of Philosophy



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