

Dartmouth
Health

New London Hospital



Annual Report

For fiscal year July 1, 2021 to June 30, 2022



2022 ANNUAL REPORT

This Annual Report represents Fiscal Year 2022 (July 1, 2021–June 30, 2022).

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2022 Board of Trustees

Thank you to our FY2022 Trustees for their service to New London Hospital and the communities we serve.

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OUR MISSION

To continually improve the wellbeing of individuals in our region by providing high-quality healthcare to our communities.

OUR VISION

We will be the regional leader in delivering excellence in community health, patient experience and quality outcomes as part of a world-class health system.

OUR VALUES

EXCELLENCE



We deliver high quality, customer-focused care to all we serve.

COMPASSION



We provide person-centered care and treat patients and family members with respect, sensitivity, and empathy.

ACCOUNTABILITY



Each of us is responsible for our actions. We are committed to delivering value through responsible stewardship of our financial and human resources.

COLLABORATION



We value the contributions of all patients, staff, families and community partners as catalysts for health improvement in our region.

A Message from the CEO

Tom Manion, MPA, FACHE, CMPE



Dear Friends and Neighbors,

The last few years have been filled with challenges, but one constant is the dedication of New London Hospital (NLH) and Newport Health Center to delivering patient-focused, quality healthcare. The providers and staff continue both organizations' legacies of steadfast commitment to compassionate medical excellence—and this past year has been no exception.

Our Express Care service that launched last November is operating successfully and is providing the region with a convenient option for medical treatment. Offering an emergency room type B level of care, patients have the opportunity to receive a higher level of services compared to an urgent care or walk-in clinic, without an appointment.

I am also pleased to share that NLH and Newport Health Center are financially healthy and operating exceptionally well. Our team continues to evaluate services that were forced to pause due to the COVID-19 pandemic and provider shortages, and assess the feasibility of re-engaging them. In addition, we are deepening our integration as a member of the Dartmouth Health system, which provides patients the resources of a major medical center within the familiarity of a community hospital.

An ongoing challenge is one we share with hospitals nationwide: a shortage of primary care providers (PCPs). This trend began prior to the pandemic but has intensified due to it, with PCPs retiring or deciding not to return to healthcare practice. We are working creatively and diligently with search firms to identify and hire PCPs who will be a great fit for our community—and who will want to

become part of its fabric and enjoy decades-long careers with us. While we have solutions in the pipeline for this issue, it will not be solved overnight. I humbly request the community's patience and confidence in our efforts.

Happily, NLH and Newport Health Center received high patient satisfaction scores in our recent Press Ganey quality surveys and we are equally thrilled with our employee engagement feedback. Along with employee job satisfaction, this demonstrates how actively engaged our team members are in identifying opportunities to help other employees, voluntarily make improvements and share positive feedback with the community about their work environment. Our employees are our top asset, and I couldn't be prouder of their dedication to each other, our patients and the region.

It bears mentioning that we are not out of the woods with COVID-19 yet. However, we now have many tools in our arsenal, from vaccines and mitigation efforts to treatments, that will help us transition to an endemic phase. It has been a pleasure to bring back several of our pandemic-paused events, including Hospital Days, and I look forward to enjoying other activities with you moving forward.

I am grateful for your ongoing support, and wish you and yours only the best.

Tom Manion
President and CEO



New London Hospital

A Message from the CMO

Kirk Dufty, MD



Dear New London Hospital Community:

Despite the tumultuous nature of the past fiscal year, New London Hospital (NLH) and Newport Health Center have weathered the challenges. There have been many positive outcomes in our performance in key patient areas. I am grateful to our dedicated staff and providers for their outstanding efforts.

Our Emergency Department (ED), Express Care and Primary Care services received high patient satisfaction scores in our latest Press Ganey survey. We are heartened that our patients are happy with our care while we continue to work toward increasing our number of providers.

The ED is an example of a team that uses patient survey data to make improvements. Under the leadership of Director Jonathan Season, MD, and Nursing Director Trevor Swan, RN, the ED has integrated changes in care to improve the overall patient experience—based on feedback received via Press Ganey results. While the ED's patient volume has increased over the past year, Trevor made this a priority for the team. The ED has also happily welcomed two more board-certified providers to its roster: Andrew Thomson, MD, and James Elder, MD.

Our Express Care service continues to increase its patient volume and receive outstanding patient satisfaction scores.

In addition, our hospitalist service—under the leadership of Mike Madan, MD—has done impressively well caring for a historically high number of patients. The complexity of the patients being cared for by the hospitalist team has also been quite high.

We are working closely with a recruitment firm, to add at least two new primary care providers (PCPs) during the 2023 fiscal year, with an ultimate goal of four. We are grateful to the efforts of Brian Frenkiewich, DO, for his work as Primary Care leader over the past several years. Brian will be stepping into the role of director of quality for Primary Care. We will be recruiting for a Primary Care medical director to replace him. Amanda Dostaler, MD, has recently taken on the medical director role at our Newport Health Center.

In other good news, our Women's Health provider, Stephanie Schmidt, MSN, APRN, is now seeing patients at both NLH and Newport Health Center for Gynecology care.

Also, the NLH Operating Room (OR) has a core group of five certified registered nurse anesthetists (CRNAs). Lisa Rubenberg, CRNA, is successfully leading the group and is greatly advancing the quality of the OR through her efforts.

NLH and Newport Health Center are always committed to excellent patient care. We deeply appreciate you—our community—for your trust and support.

Kirk Dufty, MD
Chief Medical Officer



New London Hospital

How well did staff work together to care for you?

© Press Ganey - July 1, 2021 to June 29, 2022

EMERGENCY DEPARTMENT



MEDICAL PRACTICES



EXPRESS CARE



*All results are based on visits between 7/1/21-6/29/22

Emergency Department

“Excellent team. They exude confidence which is so comforting when you find yourself in a health crisis.”

Medical Practices

“At NLH the team spirit - both as staff supporting each other, and as staff helping their patients - embraces all aspects of care.”

Express Care

“Great team and service!”

“Very quick care; an awesome team.”

A Message from the CFO

Lisa Cohen



To New London Hospital's Friends and Neighbors,

I am overjoyed to share that the positive financial trajectory we started experiencing in FY21 continued through FY22—making it one of New London Hospital's (NLH) strongest fiscal years on record. Rather than end the year with a deficit, we closed FY22 with an \$8 million bottom line (including \$2.5M in stimulus funds). Year-over-year, this translates to a more than \$13.7 million improvement!

Several factors contributed to these impressive gains: our deepened integration as a system member of Dartmouth Health—including going live with Epic, the system's electronic medical record software—and the continued growth of several critical programs at NLH, including Dartmouth Health Orthopaedics and Neurology, and numerous other important service lines. We achieved historically high volumes and revenues in many areas, including Radiology, Lab, Infusion, the Operating Room and our Emergency Department. We added an exciting new service, Express Care, which has brought additional access to care in our community. All this success would not have been possible without our tremendously loyal staff, who steadfastly stood by NLH through all its challenges and triumphs.

Our culture of community is truly what drives NLH's success. Senior leadership knows staff members by name; we sit in the stands together during our local football and soccer games and greet each other at community events. Our employees also serve their friends and neighbors. This deeply personal, small-town feel makes NLH unique and unites us in our common goal of delivering top-notch healthcare.

In gratitude for our employees' loyalty to the organization and the community, NLH has kept its promises. This past fiscal year, we provided staff members with a 2% raise and an employer contribution of 2% to the 403(b) retirement plan. I'm pleased to share that in FY23, we will provide a 2.5% raise and double our employer contribution to the 403(b) retirement plan. Our goal for the following year, FY24, is to fully align with the Dartmouth Health 403(b) retirement plan.

These wage and retirement fund contributions are deeply personal to me. Since I arrived in 2014, raising these percentages has been one of my ultimate goals. I feel blessed to be part of this accomplishment for our deserving employees, and am excited for what the future holds.

Another exceptional achievement is that NLH has paid back the \$12.1 million in Medicare advance payments before the repayment deadline. Medicare provided these payments during the early days of the COVID-19 pandemic to help hospitals cover costs during these challenging periods. The payments were required to be repaid to Medicare over time, and NLH completed the repayment in advance of the deadline, leaving us well-positioned for the year ahead.

The community support of our efforts is so very humbling, and we are grateful to serve you and your loved ones. Thank you for making NLH such an integral part of our region.

Lisa Cohen
Chief Financial Officer

New Provider Profiles



Amanda Dostaler, DO

Amanda Dostaler, DO, joined the Newport Health Center (NHC) Family Medicine practice in the summer of 2021 from the University of Massachusetts/Fitchburg Family Medicine. In 2017, Dostaler was part of the first group of the University of New England Clinical Campus DO program at New London Hospital (NLH). During that year she worked closely with the team at NHC.



Nikki Gorman, PA

During the spring of 2022, Nikki Gorman, PA, joined the NLH Express Care team. Originally from South Kingston, Rhode Island, and a graduate of the University of Rhode Island, she recently completed her Master of Physician Assistant degree at Massachusetts College of Pharmacy and Health Sciences in Manchester, NH.



Kathleen Higgins, MSN, FNP-BC

The NLH Medical Group welcomed Kathleen Higgins, MSN, FNP-BC, during the fall of 2021. She completed her nursing studies at Simmons University in Boston, and most recently worked at Boston Children's Hospital.



Stephanie Schmidt, MSN, APRN

Stephanie Schmidt, MSN, APRN, joined the Women's Health team in early 2022. She provides Women's Health services at both NLH and NHC. With more than 12 years of healthcare experience, she most recently worked in OB/GYN at Dartmouth Hitchcock Medical Center. Learn more about Stephanie on page 11.



Michael Simpson, MSN, APRN

Michael Simpson, MSN, APRN, became a member of the NLH Medical Group in the spring of 2022. He previously worked at Alice Peck Day Memorial Hospital (APD) as a registered nurse in the Medical/Surgical unit. Prior to his time at APD, he lived in Oklahoma, where he received his Master of Science degree in Nursing at the University of Oklahoma Health Science Center.

New Brand,

same commitment to exceptional care



New London Hospital

For three years, Dartmouth-Hitchcock Health led an extensive, strategic rebranding of its entire academic health system. The intention of the process was to identify the unique aspects of the world-class healthcare the system provides throughout its local communities—and to communicate them clearly and memorably.

The Communications and Marketing team and its creative partner, Applied Design Works, worked closely and carefully on market research, design work, writing, testing and refinement to inform the new brand. On April 12, 2022, the system officially became Dartmouth Health.

All system members—including New London Hospital (NLH), Dartmouth Hitchcock Medical Center (DHMC), Dartmouth Hitchcock Clinics, Alice Peck Day Memorial Hospital, Cheshire Medical Center, Mt. Ascutney Hospital and Health Center, and Visiting Nurse and Hospice for Vermont and New Hampshire—are gathered under the Dartmouth Health system name, which also reflects its partnership with Dartmouth and the Geisel School of Medicine.

Dartmouth Cancer Center represents all system locations that deliver innovative cancer care. Similarly, Dartmouth Health Children's is the name for Dartmouth Health's pediatric care provided at the flagship Dartmouth Health Children's Hospital at Dartmouth Hitchcock Medical Center—

the only dedicated children's hospital in New Hampshire—and at its clinics in various communities.

The rebranding process also included the determination of brand pillars, or key phrases that best represent Dartmouth Health's core values and standards of care. These are:

- Clinical excellence (state-of-the-art science—innovative care and research)
- Personal and welcoming (a neighborly approach)
- Access and support (an integrated web of support)
- Community and commitment (strengthening the health of our region).

A logo with meaning

A new logo was unveiled along with the new brand. Its plus shape represents healthcare, while its woven tartan design signifies a variety of elements, including a nod to New Hampshire's history of manufacturing—especially in textile mills—and the interconnectedness of our communities. It offers a visual reminder of what the Dartmouth Health brand stands for: “World-class care woven into the fabric of our communities.”

“We've been deeply woven into the fabric of the communities we serve for more than 100 years,” said Joanne M. Conroy, MD, CEO and president, Dartmouth Health,



upon the brand's launch. "That same idea—neighbors caring for neighbors—is what continues to guide us as we confidently embark on the next chapter in our history, well-positioned for the future."

Truly, Dartmouth Health consists of healthcare providers and staff members who serve those they live and work with in the community. This is what makes NLH especially unique as a regional hospital backed by the best-of-class care that is the hallmark of the Dartmouth Health system. NLH is proud to provide friends, neighbors and relatives of our providers and staff with the personalized, advanced healthcare services that have built our solid reputation.

NLH has integrated the new brand and logo across its communications and marketing materials, including its website. This is effectively solidifying top-of-mind awareness about NLH's membership in the Dartmouth Health system.

For more information about Dartmouth Health, visit www.dartmouth-health.org/about.



Express Care

Convenient Care Close to Home



L to R: Jeff Hollinger, Nicole Wakeman, Lori Underwood, Tom Beaugard, PA, Tom Manion, Dr. Jonathan Seasons, Dr. Kirk Dufty, Kurt Croft, Steve Sareault

The Express Care service at New London Hospital (NLH) that opened in November of 2021 has already proven itself as a valued community asset. According to Clinical Director Tom Beaugard, PA, “Our daily patient volumes have often been busy, seeing more than 30 patients in a day.”

Along with the convenience Express Care offers by not requiring appointments, it efficiently integrates visit reports with the electronic medical records of existing NLH and Dartmouth Health primary care and pediatric patients. This

empowers both patients and providers with information required for follow-up care, if needed.

Serving patients age 2 and older, Express Care is a unique alternative to other healthcare options. It is an emergency room type B, which allows Express Care providers to deliver a higher level of care than that received at a typical walk-in, non-emergent clinic or urgent care service. Patients who require even more care can be seamlessly transferred to the NLH Emergency Department (ED).



Our **Express Care** services are for patients ages 2 and older. Conditions that can be treated include, but are not limited to;

- Sprains and muscle strains
- Skin rashes
- Cuts and lacerations
- Respiratory infections
- Eye injuries
- Fractures
- Sore throats and earaches

Our Emergency Department is open 24 hours a day, 7 days a week.

Nikki Gorman, PA

Express Care is designed to treat patients with non-life-threatening conditions, including sprains, fractures, skin rashes and eye injuries. It is not intended for chest pain, signs of a stroke, or suspected overdose, although the NLH ED has the expertise to handle those cases.

The patient experience

Patient feedback about Express Care has been very positive over the past year, especially around its proximity to home.

"I have been overwhelmed with the number of stories from patients who are so appreciative of having this service," Beauregard says. "They are thankful that they didn't have to drive to Claremont or Lebanon, and were able to stay local and get the care that they needed. I have had patients often thank me for being part of this new service at the end of their visit."

Located on the first floor of NLH, Express Care has its own entrance, parking and registration, and is open seven days per week. It accepts most insurance plans, including Medicare and Medicaid.

"In most cases, our Express Care charges fall below what one would incur if they went to our ED, and fall in line with the charges billed by an urgent care center. However, some insurance plans may require patients to pay an ER level copayment and coinsurance," explains NLH President and CEO Tom Manion. "Express Care is a type B emergency room, not an urgent care center, and can assist patients with questions about their bills."

NLH is committed to providing its community with world class, patient-focused care. Express Care is an example of how the organization is advancing accessible healthcare opportunities in the region.

For more information about Express Care, including its hours of operation, visit www.newlondonhospital.org/expresscare.

Stephanie L. Schmidt, MSN, APRN: An Advocate for Women's Health

The patients, providers and staff of the New London Hospital (NLH) and Newport Health Center Women's Health Department are benefiting from the compassion and expertise of Stephanie L. Schmidt, MSN, APRN. She joined the team in early 2022, but has been employed with Dartmouth Health since 2019 as an Obstetrics & Gynecology (OB/GYN) nurse practitioner at Dartmouth-Hitchcock Medical Center (DHMC).

Before her time at DHMC, Schmidt provided healthcare to women as an active duty member of the U.S. Air Force for three years in Wichita, Kansas. Her experience also includes seven years working as a registered nurse. She holds a Master of Science in Nursing from the University of Colorado Health Sciences Center, and APRN board certification as a Women's Health Nurse Practitioner.

Schmidt's residential move to Sutton prompted her to seek a work position close to home. Her partner is a veterinarian in New London, and Schmidt felt it made sense to become more connected with the region.

"The main reason I joined NLH and Newport Health Center was to become invested in my community," she shares. "I can better manage women's care working in a smaller environment where I can build trusted relationships with my patients."

Focus on holistic care

Women's healthcare spans a range of needs and stages, from contraceptive counseling and pregnancy, to menopause and beyond, and Schmidt is committed to providing patient-centered care throughout the lifespan. She considers not just the physical, but also the emotional and mental health of each patient.

Using this holistic approach along with evidence-based practices, Schmidt works with patients to create personalized care plans. This includes managing contraception, hormone replacement therapy for premenopausal and menopausal women, vulvar health and incontinence. She also supports patients with abnormal cervical cancer test results.



Stephanie Schmidt,
MSN, APRN

"My goal is to work with each patient in a way that allows them to choose and prioritize their healthcare goals," Schmidt explains. "It is rewarding when a patient explains that their interaction with me was the first time they felt that they were heard."

While Schmidt only sees patients at NLH and Newport Health Center, her established relationships with the OB/GYN team members at DHMC help connect patients there more efficiently when they require a higher level of care.

She is accepting new gynecologic patients of all ages at both locations, and looks forward to helping to expand prenatal care in the future.

To learn more about Women's Health at NLH and Newport Health Center, visit www.newlondonhospital.org/services/womens-health.

A Duty to Serve

ESGR Awards



Michael Douglass homecoming



Cpt. Michael Douglass, Tom Manion, President and CEO, NLH, Bruce Thompson, NH ESGR Chair

At the end of March 2020, Michael Douglass, captain in the United States Army Reserve and a registered nurse at New London Hospital (NLH), was deployed to New York City to serve on the front lines of the COVID-19 pandemic's initial surge. The first part of Douglass' task force mission was at New York City's Javits Center, and the second took place at Queens Hospital in Jamaica Plain.

"I'm a nurse and a soldier—and the country was in need. I was proud to respond on both a personal and professional level. I have family that lives in New York City, so it was very personal to me," said Douglass. "This was not the deployment that any of us had ever imagined. When we joined the service, we thought of deployments somewhere distant; we didn't think of cities like New York City or Houston."

Almost 10 weeks later, Douglass returned to NLH to a socially-distanced community celebration. He was deployed once again in 2022, but this time to a faraway place: the Middle East.

Continued Service

Upon Douglass' return in June of 2022, NLH held a recognition ceremony and was joined by the New Hampshire Chapter of the Employer Support of the Guard and Reserve

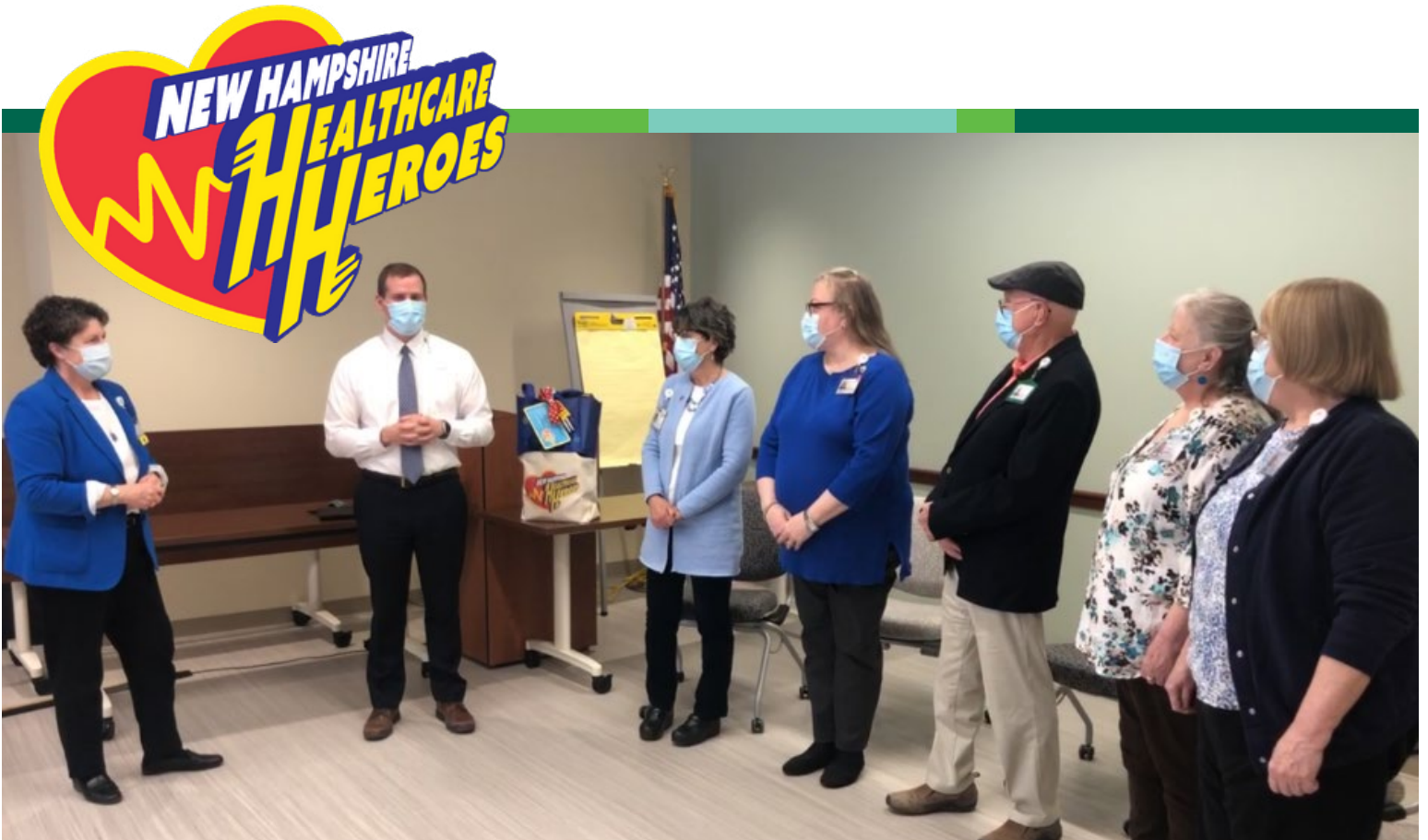
(ESGR), which is dedicated to developing and promoting employer support for members of the U.S. Army National Guard and Army Reserve.

"We are once again gathered here today to welcome Michael back from deployment," said Tom Manion, NLH president and CEO. "Michael's commitment and dedication to serving our country represent the core values we hold strong here at NLH—and we are grateful to have him as a member of our team."

During the ceremony, Bruce Thompson, NH ESGR chair, presented Manion with a Pro Patria Award and an Above and Beyond Award. The Pro Patria award is awarded annually by the NH ESGR chapter to businesses that have provided exceptional support to employees who serve in the National Guard and Reserve. The Above and Beyond Award recognizes employers at the local level who have exceeded the legal requirements of the Uniformed Services Employment and Reemployment Rights Act by providing nonmandated benefits.

Douglass also presented Manion and NLH Chief Nursing Officer Karen Beinhaur with a flag that was flown in honor of NLH on his military base during his Middle East deployment.

Healthcare Heroes



Sally Patton, former Chief Nursing Officer, Tom Manion, President and CEO, Nancy Collins, Manager of Volunteer and Guest Services, Deborah Woods, Paul Bosquet, Lynn Williams, Susie Mochel

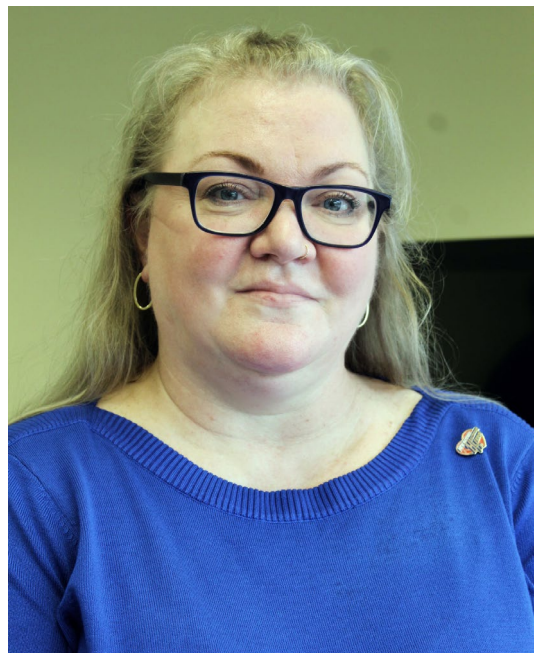
On February 10, 2022, the Entrance Screening team members at New London Hospital (NLH)—Nancy Collins, Lynn Williams, Deborah Wood, Paul Bosquet, Susie Mochel and Amy Carney—were named New Hampshire Healthcare Heroes. They were honored during a pinning ceremony at New London Hospital by Tom Manion, president and CEO, Sally Patton, former chief nursing officer, and Roxie Severance, health care sector advisor for New Hampshire Sector Partnerships Initiative, for their commitment to keeping our facilities safe through the challenges of the COVID-19 pandemic. The award was sponsored by New Hampshire Healthcare Heroes, an effort developed in 2020 by SPI to recognize health care members across the state.

In the early weeks and months of the pandemic, it became clear that the normal procedures of providing a safe and clean environment for our patients and staff needed to adapt to stop the spread of COVID-19. As social distancing

and masking were becoming commonplace, the more immediate challenge for NLH was regulating the flow of patients and staff in a safe manner. While shutting down was not an option, limiting visitor access and screening measures for everyone entering our buildings was introduced.

Since the early days of the pandemic, the Entrance Screening team has screened everyone who enters NLH and continues to do so. Meeting the staffing challenges of this initiative has proven an ongoing hurdle during a time when people are hesitant to work—especially in the higher risk environment of a hospital.

These staff members are often the first faces patients see when entering our buildings, and they endure the daily struggles of patients who experience COVID-19 fatigue. Each of the individuals on the NLH Entrance Screening team have performed their roles with patience, understanding and continuous dedication to this monumental effort.





Our annual donor listing is designed to acknowledge the generosity and impact of gifts to New London Hospital. View our most current donor lists here: newlondonhospital.org/annualreport



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