



New London Hospital



YOUR Community Hospital
Annual Report

For fiscal year July 1, 2022 to June 30, 2023

A Message from the CEO

Tom Manion, MPA, FACHE, CMPE



I am proud to report that Fiscal Year 2023 featured one of New London Hospital's (NLH) strongest financial performances in decades. We closed the year with an impressive \$7.3 million operating margin (7.7%), which was \$5 million over budget and 5.3% over the budgeted margin. While these figures are reflective of some strong results in our Radiology, Operating Room and Laboratory Services, the number I am most proud to share is our low employee turnover rate of 9%.

During the past couple years, we have been transparent regarding the staffing challenges facing many areas in our hospital and at Newport Health Center (NHC). As a result, we made a definitive effort this year to invest in the people we employ at both locations and worry less about those we were unable to recruit. We made sure our employees' wages and benefits are market competitive—reflecting our commitment to meet their needs as an employer. We take pride in the

quality care we are able to provide our community and appreciate the true value of the employees at NLH and NHC who support and provide that care.

This commitment to our staff resulted in another ripple effect of which we are also pleased to share: from January 2023 to the end of the fiscal year (June), we've hired more than 80 new employees. We have always known NLH and NHC are special places to work and are grateful to now be an employer of choice in our region.

As a member of Dartmouth Health, we have so much to be thankful for and are positioned to continue on a successful path as we deliver the quality care our community needs.

In gratitude for your continued support,

Tom Manion
President and CEO

In February, **Tom Manion** was named to the “**40 Under Forty**” list for 2023 by the New Hampshire Union Leader. The annual recognition showcases dedicated young professionals who are difference-makers in their career and community.



New London Hospital

NLH FY23 (Unaudited)

Gross revenue	\$ 180,653,087
Contractual Adjustments	\$ (96,347,669)
Disproportionate Share Hospitals	\$ 3,549,149
Other Revenue	\$ 6,700,164
Unrestricted Revenue and Support	\$ 94,554,731
Expenses	\$ (87,408,711)
Stimulus	\$ 151,935
Total Operating Margin	\$ 7,297,955



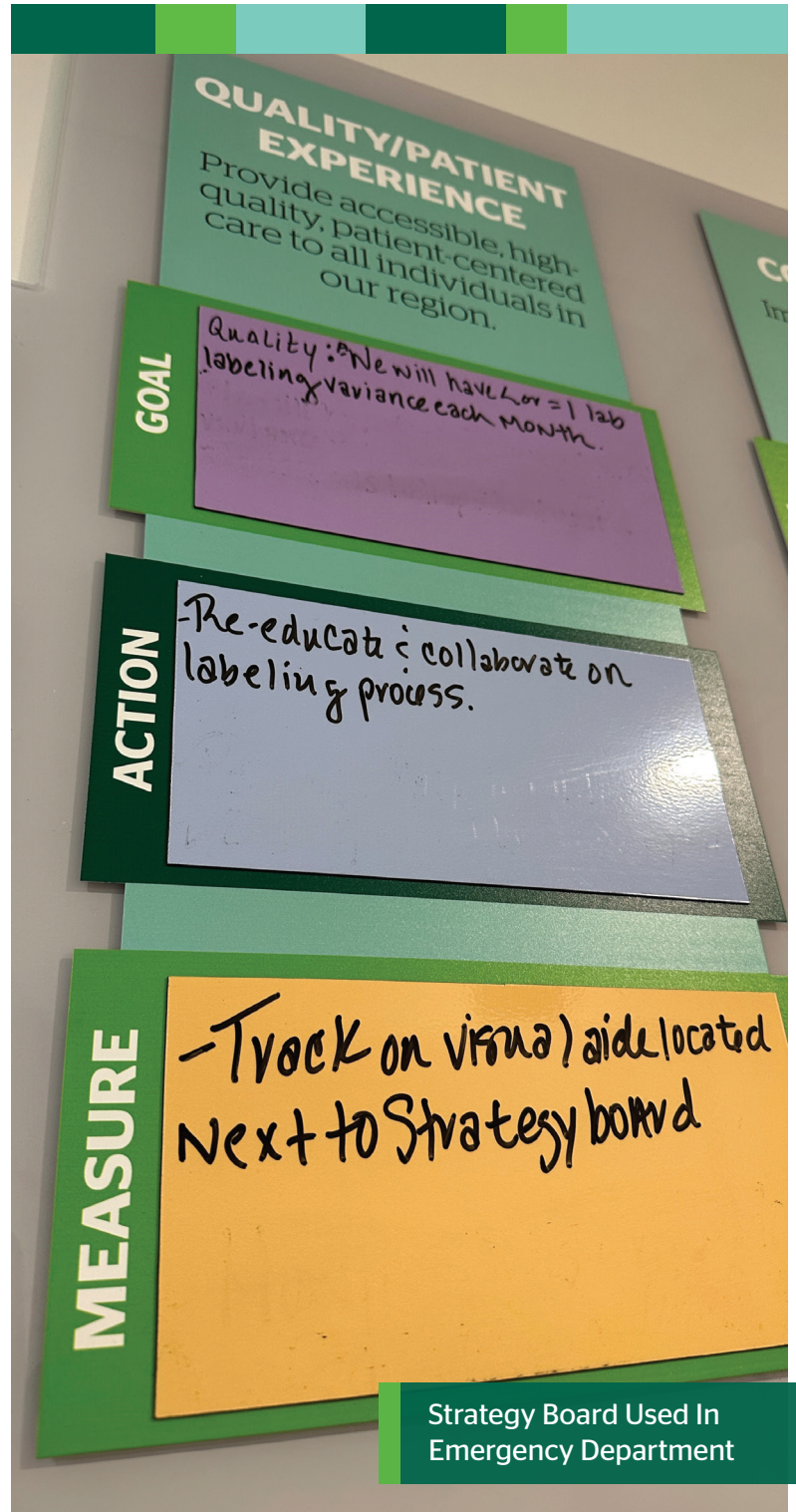
It's in our Mission

At New London Hospital (NLH), our mission is to continually improve the wellbeing of individuals in our region by providing high-quality healthcare to our communities. When it comes to healthcare, quality is a term and standard used quite often, but for patients, it might not carry much meaning.

"In a simplified version, quality is the degree to which our care for patients increases the likelihood they will achieve desired health outcomes," says Amber Bailey, director, Quality & Patient Safety.

There are a handful of analytic frameworks for quality assessment that guide and measure development initiatives in healthcare. One of the most influential, which NLH incorporates, is the framework put forth by the Institute of Medicine (IOM). It includes the following six aims for healthcare system improvement:

- **Safe:** Avoiding harm to patients from the care intended to help them.
- **Effective:** Providing services based on scientific knowledge to all who can benefit and refraining from providing services to those not likely to benefit (avoiding underuse and misuse, respectively).
- **Patient-centered:** Providing care that is respectful of and responsive to individual patient preferences, needs and values, and ensuring that patient values guide all clinical decisions.
- **Timely:** Reducing wait times and sometimes harmful delays for both those who receive and those who give care.
- **Efficient:** Avoiding waste, including that of equipment, supplies, ideas and energy.
- **Equitable:** Providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location and socioeconomic status.



Strategy Board Used In Emergency Department

Continued from page 4

NLH has embraced these principles and this past year implemented a series of tactics to provide high-quality care, while maintaining a focus on financial sustainability.

Bringing IOM principles to life: practices that work

“Patient safety is paramount and NLH’s implementation of strategy boards serves as a platform for communication...”

Patient safety is paramount and NLH’s implementation of strategy boards serves as a platform for communication among staff members, increasing their understanding of their contributions to the organization’s overall goals. Located in staff only areas, these boards foster open dialogue and information-sharing. This tactic helps identify potential safety issues early, reducing the risk of medical errors and harm to patients.

“Having these boards for all of us to review makes our mission more tangible for us on a daily basis,” says Trevor Swan, director, Clinical Services Emergency Department. “It really does provide focus and discussion for best practices.”

NLH also increased the visualization of data for driving improvement to help ensure that care is based on the latest research and clinical guidelines.

“Utilizing platforms that allow us to analyze the data showed us where we can improve,” says Jacob D. LaBrecque, manager of Laboratory Medicine. “Based on this information we were able to re-organize duties and responsibilities within the lab staff, resulting in a decrease in issues and errors. Celebrating successes and focusing on areas of need highlights our dedication to continuously improving and optimizing patient outcomes.”

While reviewing data and processes is an integral part of improvement, the most valuable input we receive comes directly from the patients.

“Ensuring that we have avenues to collect and share feedback about patient and family quality of care experiences is an important part of how we can shine a light on areas of opportunity for process improvements,” says Bentley Gallo, manager of Patient Experience.

“We collect this feedback via analyzing data from our patient satisfaction surveys and advocacy office, and also proactively engage patients for their feedback via patient experience rounding and through our Patient and Family Advisory Council (PFAC). The inclusion of patient and family perspectives in discussions about change or improvements in the delivery of care is an important part of co-designing solutions with the community we serve, ensuring that patient perspectives about care align with the patient’s values, needs and preferences.”

These engaging and proven strategies improve patient outcomes and ensure NLH’s financial sustainability. In today’s complex healthcare landscape, this commitment to quality serves as a beacon of hope for both patients and healthcare providers alike, demonstrating that quality in healthcare is a goal worth pursuing--unceasingly.



Visits/Cases



Primary Care:
NLH: **53,054**
NHC: **34,490**



Radiology: **26,537**



Cardiology: **2,556**



Lab: **172,562**



Express Care: **7,362**



Rheumatology: **536**



Rehab: **47,322**



Women's Health:
NLH: **644**
NHC: **778**



Hematology/Oncology/Infusion:
3,057



OR Cases: **1,015**



Urology: **602**



Emergency Department: **7,988**



Ambulance 911 Responses: **1648**



“Express Care is an excellent addition for our community”
-Patient

“Everyone working there is delightful and very helpful”
-Patient

Your Gift. Your Impact.

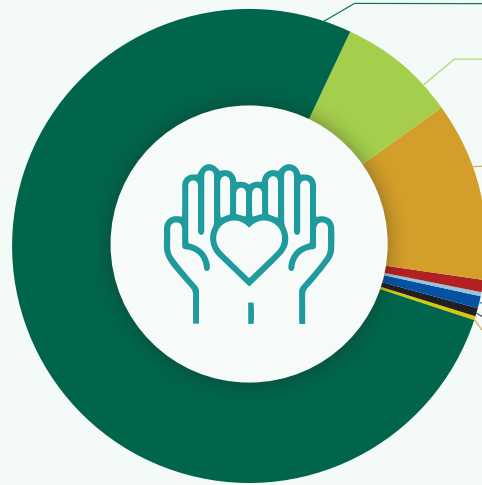
Because of donors like you...

\$810,574 Total Dollars Raised In FY23



\$1,400
Average Gift

New Donors: 70
1918 Society Members: 83
(Annual Fund Donors of >\$1,000)



- ◀ Annual Fund
- ◀ **Emergency Room Upgrades**
- ◀ Event Sponsorship
- ◀ Community Health
- ◀ Ambulance
- ◀ Gifts in-kind
- ◀ Other
(Received <\$1,000 per fund)
- ◀ Helping Hands
(Employee Assistance Fund)

The Annual Benefit, along with individual and foundation contributions, raised \$60,000 for Emergency Room/Trauma Bay upgrades.

“We are so appreciative of all the support from our donors to help us make our emergency department reflective of the pride we have for the care we share with our patients and fellow staff,” says Trevor Swan, ED Nursing Director.



New London Hospital (NLH) donors leave their mark on the community by supporting quality care, and expanding programs. We are grateful to the individuals, organizations and foundations who have supported NLH with gifts made in Fiscal Year 2023 (July 1, 2022 and June 30, 2023). For a complete list of donors, please visit www.newlondonhospital.org/annualreport



Dartmouth
Health

New London Hospital

Newport Shopping Center, 11 John Stark Hwy | Newport, NH 03773



Dartmouth
Health

Newport Health Center

273 County Road | New London, NH 03257