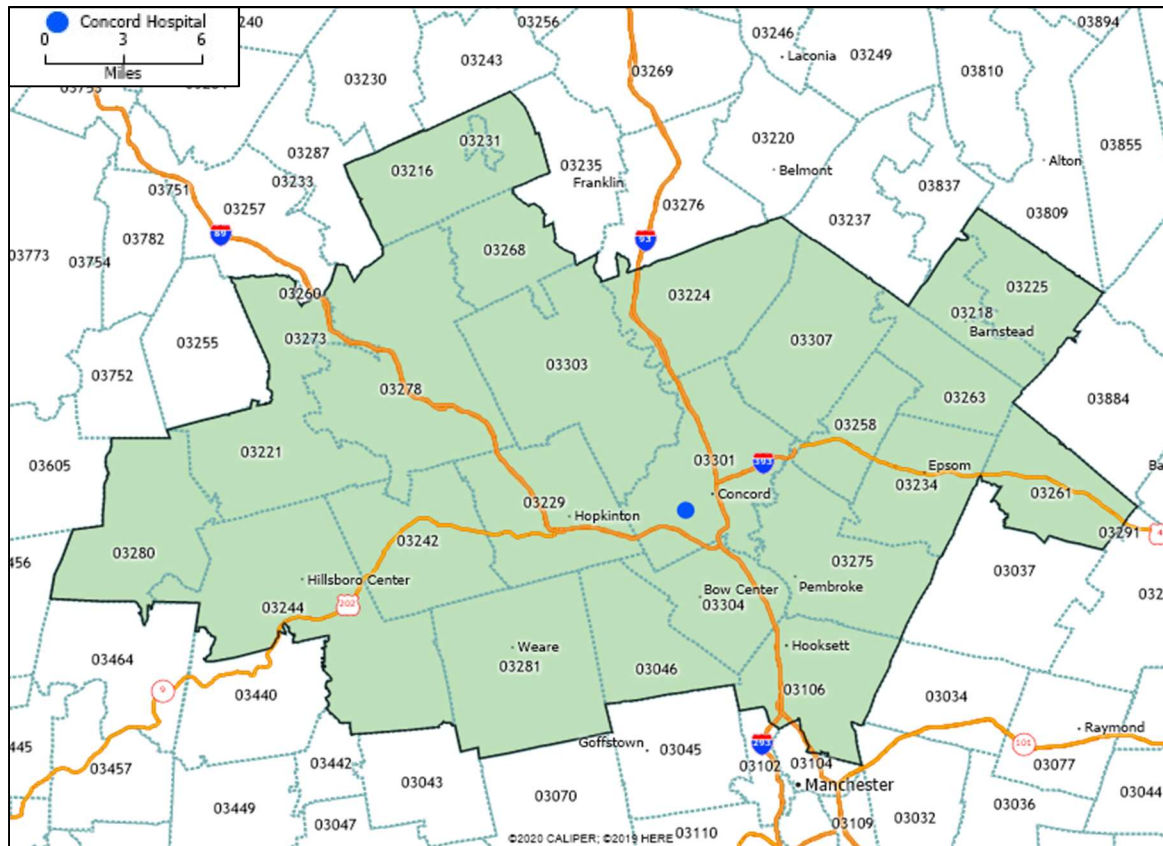


FY-2023 Concord Hospital Interim Community Health Action Plan



As a regional health system, Concord Hospital is an active partner in promoting the health and wellbeing of the communities we serve. We are an affiliate of Capital Region Health Care which includes Granite VNA, Riverbend Community Mental Health and related affiliates. Partnerships include Concord Orthopaedics, Concord Endoscopy Center, Concord Eye Surgery Center, Concord Imaging Center and others to enhance our capability as a regionally integrated healthcare delivery system.

The communities representing our primary service area include Allenstown, Andover, Barnstead, Boscawen, Bow, Bradford, Canterbury, Center Barnstead, Chichester, Concord, Deering, Dunbarton, Epsom, Henniker, Hillsborough, Hooksett, Hopkinton, Loudon, Northwood, Pembroke, Penacook, Pittsfield, Salisbury, Suncook, Warner, Washington, Weare, Webster, and Windsor.



Mission

Concord Hospital is a charitable organization which exists to meet the health needs of individuals within the communities it serves.

It is the established policy of Concord Hospital to provide services on the sole basis of the medical necessity of such services as determined by the medical staff without reference to race, color, ethnicity, national origin, sexual orientation, marital status, religion, age, gender, disability or inability to pay for such services.

Vision

Concord Hospital exists solely to serve patients and their families. We enthusiastically and collectively engage with all those seeking and providing services to achieve an optimal healing environment.

Values

- Leadership
- Caring
- Stewardship
- Integrity
- Continuous improvement



FY-2023 Concord Hospital Interim Community Health Action Plan

The Capital Region Community Health Needs Assessment (CHNA), completed and approved by the Board on December 6, 2021, was conducted using widely accepted methodologies to identify the significant health needs of a specific community. The CHNA complies with federal and state laws and regulations. The ensuing document, FY-2023 Concord Hospital Interim Community Health Action Plan, meets Concord Hospital's federal 501(r) regulatory obligations to document how we plan to address prioritized health needs identified with the 2021 Community Health Needs Assessment.

Prioritized Significant Community Health Needs

Nine significant community health needs were identified through this assessment. These significant health needs are as follows, in alphabetical order:

- Access to Health Services
- Aging Population
- Chronic Diseases
- COVID-19 Pandemic and Effects
- Mental Health
- Navigating the Healthcare System
- Substance Misuse Disorder
- Nutrition, Physical Activity, and Obesity
- Social Determinants (Basic Needs & Transportation)

These significant health needs in the community served by Concord Hospital were identified based on analyses of secondary data, primary data received through key stakeholder interviews and surveys, and assessments produced by public health departments. Categories of community health needs are aligned with objectives of Healthy People 2030, ten-year national health objectives of the U.S. Department of Health and Human Services, and the 2020 Community Benefits Report Guide published by the Office of the New Hampshire Attorney General.

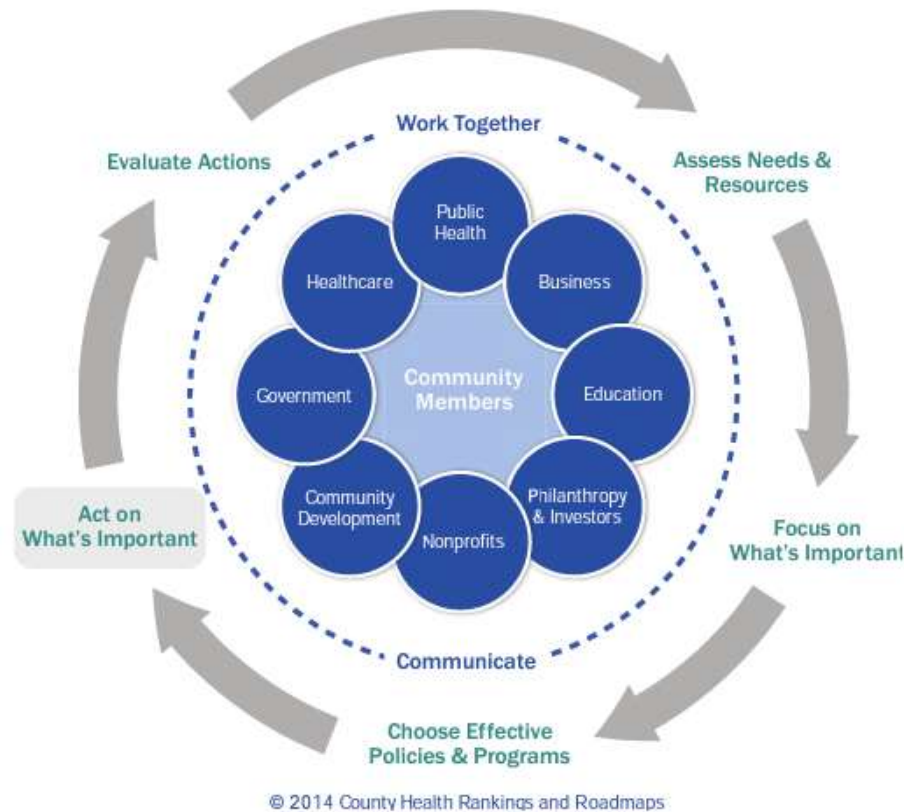
Notable challenge

Since emerging in 2019, COVID-19 has become a health emergency for the Capital Region, the nation, and the world. The virus has wrought severe illness and death, and the pandemic has contributed to unmet basic needs from the resulting economic crises, chronic disease severity, increased mental health needs, and decreased access to health services. COVID-19 has impacted every community health need identified.

FY-2023 Concord Hospital’s Interim Community Health Action Plan to Address Identified Priority Health Needs

As an interim plan for FY-2023, Concord Hospital will continue our commitment to meet health needs in the communities we serve. Details of prioritized significant needs are outlined on the following pages with *projected* investments for FY-2023 to address those needs. Many of the strategies outlined impact multiple identified needs.

It is important to remember that no one organization can do it all. Collaboration and partnerships are vital to meeting community needs, enhancing health and supporting quality of life. Concord Hospital relies on our partnerships with the many valuable community organizations listed and several others to meet the needs of the community and continue to improve the health of all.



FY-2023 CH Interim Community Health Action Plan

| | Service / Initiative | Populations Served | Investment <i>(√ denotes investment included elsewhere and/or CH Trust funded)</i> | Community Partners/ Resources |
|---|--|---|--|--|
| 1. Access to Health Service A. Chronic disease prevention and care | <ul style="list-style-type: none"> ▪ Population Health Planning ▪ Cardiac Care ▪ Payson Center for Cancer Care Hope Resource Center ▪ Diabetes Clinical Care Pathway initiative ▪ Diabetes Educators ▪ Pulmonary Medicine ▪ Breast Care Center ▪ COPD Collaborative ▪ Smart Heart Meal Program ▪ MS Wellness Programs ▪ Community Nutrition Diabetes programs | <ul style="list-style-type: none"> ▪ All ▪ All ▪ All; low income ▪ All ▪ All ▪ All; low income ▪ All; low income ▪ All ▪ All ▪ All ▪ All | <ul style="list-style-type: none"> ▪ √ ▪ \$300,000 ▪ \$415,000 ▪ \$325,000 ▪ √ ▪ \$10,000 ▪ \$545,000 ▪ √ ▪ √ ▪ √ ▪ √ | <ul style="list-style-type: none"> ▪ Granite Visiting Nurse Association (GVNA) <ul style="list-style-type: none"> ○ Home care ○ Hospice ○ Palliative care ○ Better Choices, Better Health ▪ Concord YMCA Diabetes Prevention program and Blood Pressure Management ▪ Community Parks and Recreation age/disease specific programs (Bow, Concord, Hopkinton) ▪ Medicaid Care Management programs |
| B. Patient resource connection | <ul style="list-style-type: none"> ▪ Charitable Care (Hospital, CHMG practices, Family Health Center) ▪ Downtown Clinic Counseling | <ul style="list-style-type: none"> ▪ Low income; refugee ▪ Low income; refugee; elders | <ul style="list-style-type: none"> ▪ \$3,700,000 ▪ √ | <ul style="list-style-type: none"> ▪ GVNA <ul style="list-style-type: none"> ○ Walk-in-Wednesday ○ MSW for home care and hospice ▪ 211 New Hampshire |

| | Service / Initiative | Populations Served | Investment (√ denotes investment included elsewhere and/or CH Trust funded) | Community Partners/ Resources |
|---------------------|--|---|--|--|
| | <ul style="list-style-type: none"> ▪ Online price transparency information ▪ Concord Hospital website ▪ Emergency Prescription Vouchers ▪ Financial and Prescription Assistance ▪ Family Health Center | <ul style="list-style-type: none"> ▪ Low income; all ▪ All ▪ Low income ▪ Low income ▪ Low income; refugee | <ul style="list-style-type: none"> ▪ \$5,000 ▪ \$340,000 ▪ \$8,400,000 | <ul style="list-style-type: none"> ▪ New Hampshire Insurance Department ▪ Coveringnewhampshire.org ▪ Healthapply.com <ul style="list-style-type: none"> ○ Foundation for Healthy Communities Health Insurance Navigator ○ NH Health Access Network ▪ Online pharmacy discount programs (e.g., GoodRx; Easy Drug Card) ▪ Retail pharmacy discount programs (CVS, Walgreens, etc.) ▪ \$4 Medication List Walmart ▪ \$4 Medication List Hannaford |
| C. Increased Access | <ul style="list-style-type: none"> ▪ Walk-In Urgent Care ▪ Primary Care Development Plan ▪ Family Health Center ▪ Primary Care Subsidy ▪ Programs of the Family Medicine Residency (Downtown Clinic and Frail Elder Program) ▪ Physician Referral Line ▪ Navigating Forward Fund ▪ Family Health Center Planning | <ul style="list-style-type: none"> ▪ Low income; refugee; all ▪ All ▪ Low income; refugee ▪ All ▪ Low income; refugee; elders ▪ All ▪ Low income; refugee; elders ▪ All | <ul style="list-style-type: none"> ▪ √ ▪ √ ▪ √ ▪ \$13,500,000 ▪ √ ▪ \$50,000 ▪ √ ▪ √ | <ul style="list-style-type: none"> ▪ GVNA <ul style="list-style-type: none"> ○ Senior Health Clinics ○ Flu Clinics ○ Immunization Clinic ○ Home care, hospice, palliative care ▪ Regional Public Health Network <ul style="list-style-type: none"> ○ School-based flu clinics ○ COVID vaccine clinics |

| | Service / Initiative | Populations Served | Investment (√ denotes investment included elsewhere and/or CH Trust funded) | Community Partners/ Resources |
|-------------------------------------|---|---|--|---|
| | <ul style="list-style-type: none"> ▪ Expanded Telehealth opportunities ▪ Workforce shortage strategies ▪ Online scheduling and portal | <ul style="list-style-type: none"> ▪ All ▪ All ▪ All | | |
| D. COVID-19 | <ul style="list-style-type: none"> ▪ COVID vaccine clinics ▪ COVID testing on-site CH campus and in practices | <ul style="list-style-type: none"> ▪ All ▪ All | <ul style="list-style-type: none"> ▪ √ ▪ √ | <ul style="list-style-type: none"> ▪ Regional Public Health Network <ul style="list-style-type: none"> ○ COVID vaccination clinics |
| E. Access to Dental Care | <ul style="list-style-type: none"> ▪ Family Health Center Dental Clinic ▪ Day Surgery Pediatric Dental Care ▪ Emergency Dental Support ▪ Dental services collaboration for head and neck oncology patients at Payson Center | <ul style="list-style-type: none"> ▪ Low income; uninsured; youth ▪ Youth ▪ All; low income; uninsured; youth ▪ Payson Center head and neck oncology patients | <ul style="list-style-type: none"> ▪ \$140,000 ▪ \$350,000 ▪ √ ▪ √ | <ul style="list-style-type: none"> ▪ Boys & Girls Club & Delta Dental Onsite Dental Care ▪ NH Oral Health Program ▪ NH Smiles Program ▪ Women, Infants and Children (WIC) ▪ Saving People’s Smiles ▪ NH Oral Health Coalition ▪ NHTI Dental Hygiene Clinic |
| F. Navigating the Healthcare system | <ul style="list-style-type: none"> ▪ Medical Home Navigation ▪ Medical Home Navigation Social Work | <ul style="list-style-type: none"> ▪ People with multiple chronic health issues; elders ▪ People with multiple chronic health issues and other identified social needs | <ul style="list-style-type: none"> ▪ \$2,100,000 ▪ √ | <ul style="list-style-type: none"> ▪ Granite VNA ▪ ServiceLink ▪ Riverbend Community Mental Health |

| | Service / Initiative | Populations Served | Investment (√ denotes investment included elsewhere and/or CH Trust funded) | Community Partners/ Resources |
|---|---|--|--|---|
| | <ul style="list-style-type: none"> ▪ Health literacy screening pilot (Navigation Program) ▪ Family Health Center Concord and Hillsboro programming ▪ Telehealth education and outreach | <ul style="list-style-type: none"> ▪ All ▪ Low Income ▪ All | <ul style="list-style-type: none"> ▪ √ ▪ √ ▪ √ | <ul style="list-style-type: none"> ▪ Merrimack County Human Services ▪ Capital Area Public Health Network ▪ Foundation for Healthy Communities |
| 2. Healthy Behaviors A. Nutrition | <ul style="list-style-type: none"> ▪ Nutrition Counseling Services ▪ Payson Cancer Center Nutrition Services in the Hope Resource Center ▪ Enhanced Recovery After Surgery (ERAS) | <ul style="list-style-type: none"> ▪ All ▪ Payson Center for Cancer Care patients ▪ All | <ul style="list-style-type: none"> ▪ √ ▪ √ ▪ √ | <ul style="list-style-type: none"> ▪ NH Food Bank ▪ WIC ▪ Hannaford nutrition program |
| B. Physical Activity, Health Education, and Wellness Programming | <ul style="list-style-type: none"> ▪ Heart Wellness Program ▪ Programs for MS patients ▪ Stress Management Programming ▪ Smoking Cessation Support ▪ Employee Wellness Coordinator ▪ Employee Wellness Initiative | <ul style="list-style-type: none"> ▪ Patients with Heart Failure ▪ Patients with MS & families ▪ All ▪ All ▪ Staff ▪ Staff | <ul style="list-style-type: none"> ▪ √ ▪ √ ▪ √ ▪ √ ▪ √ ▪ √ | <ul style="list-style-type: none"> ▪ YMCA ▪ Area Parks and Recreation Department programs and classes ▪ Senior Centers- Concord Parks and Rec, The Good Life, Penacook Community Center ▪ GVNA <ul style="list-style-type: none"> ○ Aging Mastery Program ○ Better Choices, Better Health ○ A Matter of Balance |

| | Service / Initiative | Populations Served | Investment (√ denotes investment included elsewhere and/or CH Trust funded) | Community Partners/ Resources |
|---|---|--|--|---|
| <p>3. Mental Health and Substance Use Disorder services and supports</p> <p>A. Prevention, screening, and early intervention</p> | <ul style="list-style-type: none"> ▪ Family Health Center Integrative Behavioral Health Care Management ▪ Postpartum depression program ▪ Family Health Center Behavioral Health Program ▪ Behavioral Health Doctoral interns to support Family Health Centers, Concord and Hillsboro-Deering ▪ 5 West: Voluntary Adult Inpatient Unit ▪ Electroconvulsive Therapy Program (ECT) ▪ Consultation Liaison Services ▪ Riverbend Community Mental Health contract for Emergency Department Service ▪ Code BERT (Behavioral Emergency Response Team) ▪ Grants to Riverbend ▪ Healthcare workforce: <ul style="list-style-type: none"> o Employee Assistance Program/CH Wellness | <ul style="list-style-type: none"> ▪ All ▪ All ▪ Low income; refugees ▪ All; low income ▪ All ▪ All ▪ All ▪ All ▪ All ▪ All ▪ All | <ul style="list-style-type: none"> ▪ \$600,000 ▪ \$95,000 ▪ \$135,000 ▪ √ ▪ \$7,700,000 ▪ √ ▪ √ ▪ \$940,000 ▪ √ ▪ √ ▪ √ | <ul style="list-style-type: none"> ▪ Bureau of Behavioral Health Suicide Hotline ▪ National Alliance on Mental Illness (NAMI) New Hampshire ▪ Riverbend <ul style="list-style-type: none"> o Riverbend Counseling Associates o Psychiatric Emergency Services o Telehealth ▪ Capital Area Public Health Network Community Health Improvement Plan (CHIP) ▪ NH State Health Improvement Plan (SHIP) |

| | Service / Initiative | Populations Served | Investment <i>(√ denotes investment included elsewhere and/or CH Trust funded)</i> | Community Partners/ Resources |
|---|---|---|---|--|
| B. Crisis services to address co-occurring medical and mental health conditions | <ul style="list-style-type: none"> ▪ Emergency Department Psychiatric Area: Yellow Pod | <ul style="list-style-type: none"> ▪ All | <ul style="list-style-type: none"> ▪ \$2,800,000 | <ul style="list-style-type: none"> ▪ Riverbend <ul style="list-style-type: none"> ○ Crisis Treatment Services |
| C. Youth mental health education, stigma, early intervention services | <ul style="list-style-type: none"> ▪ SBIRT (Screening, Brief Intervention, Referral to Treatment) | <ul style="list-style-type: none"> ▪ Youth and Adolescents | <ul style="list-style-type: none"> ▪ √ | <ul style="list-style-type: none"> ▪ Waypoint ▪ Capital Area Public Health Network: <ul style="list-style-type: none"> ○ Youth Leadership Council ○ NHIAA Life of an Athlete ○ Project Success ○ Prescription Drug Takeback events ○ Permanent prescription drug takeback boxes ○ “Check the Stats” ▪ Drug Abuse Resistance Education (DARE) ▪ Concord Connections ▪ National Alliance on Mental Illness (NAM()) ▪ Office of Student Wellness <ul style="list-style-type: none"> ○ Nhstudentwellness.org ▪ Riverbend |

| | Service / Initiative | Populations Served | Investment (√ denotes investment included elsewhere and/or CH Trust funded) | Community Partners/ Resources |
|---|---|--|--|--|
| | | | | <ul style="list-style-type: none"> ○ Choices Intensive Outpatient Therapy Program ○ Children’s Intervention Program |
| <p>D. Substance Use Disorder treatment and intervention</p> | <ul style="list-style-type: none"> ▪ Substance Use Services program ▪ Neonatal Abstinence Syndrome support ▪ Hub and Spoke Services ▪ Fresh Start Initiative ▪ Medication Assisted Therapy (MAT) ▪ Narcan education and distribution ▪ Smoking Cessation | <ul style="list-style-type: none"> ▪ All ▪ Newborn babies exposed to SUD ▪ All ▪ All; youth ▪ All ▪ All ▪ All | <ul style="list-style-type: none"> ▪ \$485,000 ▪ \$70,000 ▪ √ ▪ √ ▪ √ ▪ √ ▪ √ | <ul style="list-style-type: none"> ▪ Concord Substance Abuse Coalition ▪ Farnum Center ▪ Hope for Recovery New Hampshire ▪ Waypoint ▪ Riverbend <ul style="list-style-type: none"> ○ Opioid Use Disorder Mobile Crisis Treatment Center ○ The Doorway ○ Partnership to develop a substance use disorder education module for the community ▪ Recovery Friendly Workplace ▪ Capital Area Public Health Network Community Health Improvement Plan (CHIP) ▪ NH State Health Improvement Plan (SHIP) |

| | Service / Initiative | Populations Served | Investment (√ denotes investment included elsewhere and/or CH Trust funded) | Community Partners/ Resources |
|---|--|---|---|---|
| <p>4. Vulnerable Populations and Social Determinants</p> <p>A. Aging population</p> | <ul style="list-style-type: none"> ▪ Medical Home Navigation ▪ Health Education and Wellness Programming / Delirium Prevention ▪ Support for Chronic Health Conditions ▪ Patient Therapeutic Activities ▪ Palliative Care Program ▪ Family Health Center Frail Elders Program ▪ Age Friendly Healthy System Learning Collaborative | <ul style="list-style-type: none"> ▪ Seniors and elders with multiple chronic health issues ▪ Seniors and elders ▪ All ▪ All ▪ All ▪ Seniors and elders, homebound/SNF/ALF with multiple chronic health issues ▪ All | <ul style="list-style-type: none"> ▪ √ ▪ \$175,000 ▪ √ ▪ \$150,000 ▪ \$1,100,000 ▪ √ ▪ √ | <ul style="list-style-type: none"> ▪ The Good Life ▪ Concord YMCA ▪ Retired and Senior Volunteer Program (RSVP) Friends Program ▪ Service Link New Hampshire Resource Center ▪ AARP ▪ Slusser Senior Center ▪ Community Action Program Merrimack-Belknap Counties ▪ Granite VNA <ul style="list-style-type: none"> ○ Home care ○ Hospice ○ Palliative Care ○ Behavioral Health Program ○ CHE Programs ○ PATHS Program ○ Penacook Village Fund ○ Walk-in-Wednesday ○ Capital Area Memory Café ▪ Granite State Independent Living ▪ Local Community Centers |

| | Service / Initiative | Populations Served | Investment (√ denotes investment included elsewhere and/or CH Trust funded) | Community Partners/ Resources |
|---------------|--|--|--|--|
| B. Low Income | <ul style="list-style-type: none"> ▪ Charitable Care / Financial Assistance ▪ Downtown Clinic ▪ Family Health Center ▪ CH Trust Scholarship Fund | <ul style="list-style-type: none"> ▪ Low income ▪ Low income ▪ Low income ▪ Low income | <ul style="list-style-type: none"> ▪ √ ▪ √ ▪ √ ▪ √ | <ul style="list-style-type: none"> ▪ Concord Human Services ▪ CATCH Housing ▪ Service Link New Hampshire Resource Center ▪ Families in Transition ▪ Granite United Way VITA Program ▪ Supplemental Nutrition Assistance Program (SNAP) ▪ Concord Homeless Resource Provider Meetings ▪ WIC Nutrition Program ▪ Belknap-Merrimack Community Action Program ▪ Concord Head Start ▪ Friends Program ▪ NH Food Stamp Program ▪ Town Welfare Offices ▪ Salvation Army McKenna House |
| C. Refugees | <ul style="list-style-type: none"> ▪ Family Health Center ▪ Interpreter Services | <ul style="list-style-type: none"> ▪ Refugees, New Americans ▪ All | <ul style="list-style-type: none"> ▪ √ ▪ √ | <ul style="list-style-type: none"> ▪ Ascentria ▪ New Hampshire Catholic Charities ▪ Refugee Mental Wellness Meetings |
| D. Veterans | <ul style="list-style-type: none"> ▪ Red Shirt Friday Awareness Campaign | <ul style="list-style-type: none"> ▪ Veterans | <ul style="list-style-type: none"> ▪ √ | <ul style="list-style-type: none"> ▪ NH Young Veterans Network (Nhyvn.org) ▪ State of NH |

| | Service / Initiative | Populations Served | Investment <i>(√ denotes investment included elsewhere and/or CH Trust funded)</i> | Community Partners/ Resources |
|--|---|--|---|---|
| | <ul style="list-style-type: none"> ▪ Veterans Employment Commitment ▪ Veterans Visits | <ul style="list-style-type: none"> ▪ Veterans ▪ Veterans | <ul style="list-style-type: none"> ▪ √ ▪ √ | <ul style="list-style-type: none"> ○ Veterans Crisis Line ○ Employment opportunities ▪ Easterseals ○ Military and Veterans Services |
| | | | Total Investment: \$44,430,000 | |

Approved by the Concord Hospital Board on 1/23/2023