“The Secret of Change is to Focus All of Your Energy Not on Fighting the Old, but Building on the New.”
~ Socrates
Healthcare across the country has changed dramatically and like many hospitals, we at LRGHealthcare have to respond to these changes locally if we’re going to remain a viable entity for our communities.

The bad news is... we’ve had a few setbacks as we’ve worked through these changing times.

Our President and CEO, Seth Warren left the organization April 15 due to personal reasons leaving us without a permanent replacement for the time being.

Our financial challenges are immense. We have high Medicare and Medicaid populations and while healthcare costs continue to rise, reimbursements continue to decline. With no margin, there is no mission. We need to have financial stability in order to provide high quality, compassionate care for the community and operate efficiently.

The good news is... we’re tackling these challenges head on and the future looks bright for LRGHealthcare.

We have named long time Board member and LRGHealthcare provider, Dr. Bob Evans the interim president and CEO until a permanent one has been hired.

At the beginning of 2016, we brought on Prism Healthcare Partners, LTD to assist us with improving our financial performance and patient satisfaction. Through their partnership, we have already identified and are in the process of implementing $18 to $26 million in annualized benefit and are able to focus on quality and patient satisfaction while improving the bottom line. This good work will continue well into 2016.

We also look forward to the launch of Cerner, the global leader in healthcare technology for our new Electronic Health Record system slated to go live later this year at LRGH, FRH, and our affiliated practices. We’re excited to replace the old school paper chart with this innovative system that will deliver real-time, patient-centered information instantly and securely.

LRGHealthcare continues to transform and we remain committed to the Lakes and Three Rivers Regions. We are confident in a bright future for your community’s healthcare provider.

Scott Clarenbach, 
Chairman – LRGHealthcare Board of Trustees

care. compassion. community.
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It has been an exciting year for the medical staff at LRGHealthcare. Over the past 18 months a dedicated group of medical staff members met every Tuesday evening to re-do the medical staff bylaws. The goal is to increase medical staff involvement and the decision making at the institution, increase transparency, and allow increasing self-governance of the medical staff. I have been thrilled with the results.

I started my term as president in October and have chaired both the Multidisciplinary Committee and the Medical Executive Committee. I am pleased with the debate, the transparency, and especially the quality of individuals who have agreed to sit on these committees. The bylaws also guarantee three provider positions on the Board of Trustees including the medical staff president, the medical staff vice president, and immediate past president. We have active term limits of three 2-year terms for an officer, which I supported. I have also welcomed non-physician providers to the Medical Executive Committee. In sum, we have a much more self-governing medical staff, a much more inclusive medical staff, and I think we are tapping into the unlimited talent level in our medical staff.

In looking over the past year I am also very excited at how fast LRGHealthcare moved to address one of the top healthcare crises in our community; the narcotic epidemic and heroin overdose problem. Our community surveys indicated that this was one of the highest healthcare concerns of our patient population. LRGHealthcare helped Dr. Paul Friend and me to quickly partner with Horizons Counseling Center to put in a comprehensive recovery clinic involving treatment that combines counseling with narcotic replacement in the form of Suboxone. It has been exciting for Dr. Friend and me to see so many patients get better in this program. The goal of the Suboxone clinic is to have 95% of the patients off Suboxone in one year. It has been encouraging for me to see how quickly LRGHealthcare partnered with a number of individuals and community programs to bring this solution about quickly.

In closing I want to thank the LRGHealthcare medical staff for their hard work and dedication not only for taking care of the health of our community members but also for the amount of volunteerism to continue to improve the health and viability of our hospital system at Lakes Region General Hospital and Franklin Regional Hospital. These are exciting times in healthcare with many challenges. I am encouraged that our medical staff seems closer and more engaged than any other time in my 30 years here at LRGHealthcare.

Sincerely,
Paul Racicot, MD
President of Medical Staff
The Access Work Group began meeting a few years ago to identify barriers that those with hardships might be up against in using the healthcare system. Discussions included who needs help, what kind, and how can we break down some barriers. What began as a small committee of LRGHealthcare staff and leadership has now expanded into a large group consisting of members from various community organizations all working towards the same goal of ensuring everyone has access to the care they need.

“Access is...how are we going to help our community access whatever services they need to keep them healthy and strive for positive outcomes,” explains Ellen Cimon, LRGHealthcare Director, Patient Access.

No topic is off the table at the bi-weekly Access meetings. If it relates to the health of the community; this group is likely talking about it and working together on solutions. Topics discussed address the whole health of individuals including mental health, physical health, substance abuse, transitional care (from hospital to home), suicide prevention, access to primary care, homelessness, and more.

“We don’t just look at care itself,” adds Cimon. “We also look at the things that can impact your care or access to it. These can be social, financial, or educational in nature.”

Those who bring their passion and expertise to the table at each meeting include representatives from LRGHealthcare, Horizons Counseling Center, Genesis Behavioral Health, HealthFirst Family Care Center, Laconia Police Department, Belknap County Jail, Community Action Program (CAP), Hope for New Hampshire Recovery, Partnership for Public Health, Riverbend Community Mental Health, and others are being added all the time as topics arise.
While meetings take place twice a month, there is much work being done behind the scenes. Though the group works on many initiatives, let’s highlight just a few. But, as Cimon points out, “none of this is an end game and every issue we deal with needs continued attention. It’s an ongoing process.”

**Health Insurance Enrollment:**
With the new healthcare laws in effect requiring citizens to have health insurance, organizations from the Access Work Group have worked hard at helping individuals get and understand health insurance. Health coverage is confusing for anyone, let alone someone who’s never had it before! That’s why enrollment specialists from LRGHealthcare, HealthFirst, and ServiceLink worked with the public at enrollment fairs and other public forums as well as through individual appointments to sit with people and help them find the right insurance for their needs and budget. The other goal was to educate them on how insurance works, so they didn’t get insurance coverage only to find they had no idea how to use it. Now, the Lakes and Three Rivers Regions have thousands of people protected with healthcare coverage who did not have it before.

**Dental Care:**
Not so long ago, if you were experiencing tooth pain and didn’t have or couldn’t get in to see a dentist, you’d walk into the emergency room (ER), likely be given pain meds, and then sent home to hopefully follow up with your dentist, or find one. The ER could help you with your pain, but with no real solution to the root of your problem.

The Access Work Group has worked hard to implement solutions to the common dental care issues of the community. Thanks to Access member, HealthFirst, a federal grant requested and received by them has benefited the Dental Resource Center at LRGH to increase access to emergency dental services and ongoing dental care. So, if you get help in the ER for your dental pain, the ER can still help, but instead of just sending you home with pain medication, they will help connect you with the Dental Resource Center to get you the follow up care you need. Education programs have also been instituted at various schools to teach children about the importance of good oral health.

**Behavioral Health & Substance Misuse:**
One of the most important issues right now is the opioid crisis affecting the local community and New Hampshire at large. This issue continues to be discussed at great length in Access. With group members bringing expertise from all aspects of care, the group has been able to tackle the many challenges to facing this crisis including prevention efforts and getting users on the road to recovery.

It’s a work in progress, but action is being taken to get the epidemic under control. Among the many steps being taken by Access Work Group members, perhaps one of the most noteworthy to date is the new Suboxone Clinic at Franklin Regional Hospital through the partnership of LRGHealthcare and Horizons Counseling Center. The Clinic combines prescribing suboxone with counseling and therapy. The prescription eases then stifles cravings without causing withdrawal symptoms or euphoric highs. But, the key is that patients of the suboxone clinic must participate in a counseling program.

Providers Dr. Paul Friend and Dr. Paul Racicot, along with Horizons Executive Director, Jacqui Abikoff are careful to point out that medication is not a substitute for counseling. The goal is to use the suboxone to ease the cravings and after a month or so be weaned off the medication if they’re doing well. The counseling is provided in conjunction to help the patient with the behavioral changes needed to help them get off the drug and stay off it.

Drs. Friend and Racicot have the capacity to care for 30 patients each until May at which point, they will each be able to care for 100. Currently around 30 patients are being treated at the clinic and are closely monitored to ensure their participation in counseling.

HealthFirst, another member of the Access Work Group also provides medically assisted treatment to its primary care patients.

*If you, or someone you know needs help with addiction, contact Horizons Counseling Center at 603.524.8005 or HealthFirst at 366.1070 (Laconia) or 934.1464 (Franklin).*
In 2015, LRGHealthcare invested $44,777,649 of community benefit back into the Lakes and Three Rivers Regions.

Why Community Benefit Matters

Like many healthcare institutions across the United States, LRGHealthcare is facing many economic challenges. We remain committed to providing healthcare and emergency response services 24/7; keeping patient care, quality and safety our number one priority.

Improving the health and well-being of individuals is at the heart of everything we do, and our commitment goes far beyond our walls. Community benefit is comprised of programs and services which meet essential healthcare needs; improve the health and quality of life of the people we serve and addresses the healthcare needs of the most at-risk and underserved populations.

The annual Community Benefit Report allows LRGHealthcare the opportunity to share information regarding the healthcare services we provide to meet the essential needs of our community.

How needs are Identified

The LRGHealthcare service area includes 26 cities and towns in central New Hampshire with a resident population of more than 98,000 people. LRGHealthcare regularly seeks input from our community through patient feedback, community workgroups and information gathered from cyclical focus groups and written and web-based community health needs assessments. The information gathered provides the foundation for the development of priorities and community support programs and are reported annually in the LRGHealthcare Community Health Improvement Plan (CHIP).

What we do for the community

Community benefit is comprised of programs and services which meet the essential healthcare needs of the community. LRGHealthcare’s community benefit includes subsidized health care services, community health initiatives, chronic disease management, charity care and much more. We partner
with a wide range of community organizations to support this work; understanding a coordination of efforts is required to make an impact on the complex social issues we face.

As a complement to our annual community benefit, LRGHealthcare annually creates a Community Health Improvement Plan (CHIP). The purpose of the CHIP is to describe how we will utilize resources to address community health needs identified by a community needs assessment process. The CHIP is intended as a guide for systematic and collective efforts to address issues that are identified as a high priority. Our CHIP builds on the work of many individuals and organizations that have come together to improve the health and well-being of our region. In a most recent Community Needs Assessment, the following priorities were identified as top concerns:

- Access to affordable high quality healthcare services (including primary care, dental services and behavioral health care)
- Access to affordable health insurance
- Substance misuse prevention, treatment and recovery
- Care coordination and health system navigation
- Health promotion and disease prevention
- Emergency readiness and response
- Health professions education and training
- Community building: addressing the social determinants of health

Who is a Part of Community Benefit?
EVERYONE ... Whether through treatment in our hospitals, preventive care in the doctor’s office, help coordinating needed care or education outside our walls, our mission for more than 120 years has been, and continues to be, to improve the well-being of the communities we serve. Through our community benefit programs, LRGHealthcare has created ties that can never be broken. We are committed to continuing our work with local and regional partners to keep the heartbeat of our communities strong.

To view the LRGHealthcare 2015 Community Benefit Information; 2016 Community Health Improvement Plan and/or the Community Assessment, please visit lrgh.org.
Philanthropy is alive and well in our community, and at LRGHealthcare.

The extraordinary generosity of so many in the Lakes Region and beyond has allowed for some notable advances at LRGHealthcare over the past year. Here’s just a glimpse!

2015 started off strong with the grand opening of our newly renovated North 4 unit at Lakes Region General Hospital. The twenty high-tech, modern private patient rooms with bathrooms were made possible thanks to an incredible response to LRGHealthcare’s recent capital campaign.

February was a month of celebration as a sell-out, dressed-to-the-nines crowd attended the 11th Red Dress Gala. The event raised upwards of $77,000, used to purchase life-saving cardiac equipment at Franklin Regional Hospital, the Ambulatory Surgical Center at Hillside Medical Park in Gilford, and LRGH.

In March, thanks to a number of community gifts and long-time support from our friends at the Tanger Outlet Center in Tilton, the new Tanger Suite: Women’s Imaging & Breast Health Services opened its doors. The suite features state-of-the-art mammography technology, among other important services offered right here at LRGH.

Spring Fever! Coupled with dozens of donations to our Winter appeal, a very generous grant from the NH1 Children’s Auction made the purchase of innovative Hugs & Kisses infant protection technology a reality in Family Birthplace at LRGH. An added layer of protection that provides peace of mind to new parents: Priceless.

Summer came and went in a flash, but not without some good old fashioned sunshine and fundraising! The LRGHealthcare Golf Classic welcomed 200 golfers to Laconia Country Club, raising nearly $50,000 in support of Xenex infection control technology, and motorcycle buffs at the August Brenda’s Ride with Friends: Fighting Cancer One Mile at a Time opened their hearts, and their wallets, to benefit local patients fighting cancer.

In October the Tanger Fit for a Cure 5K was a Sunday morning celebration which attracted nearly 1,000 runners and walkers with funds raised benefitting patients battling breast cancer. After crossing the Finish Line participants hit the outlets in support of the October Pink Card Program, receiving great discounts while giving back to their community hospital.

October continued to inspire and bring friends together. The second annual Drew’s Ride not only paid tribute to the late Dr. Andrew Kane, but also raised funds for a future Emergency Department renovation -- a project that Drew would have wrapped his arms around.

The year rounded out with Spalidays festivities in early December in Meredith. Hosted by the Cascade Spa at Mill Falls, proceeds from this posh event have already proven a great benefit to Care Managers working with those patients who could use a helping hand.

All in all, the Philanthropy Program at LRGHealthcare in 2015 can be summed up with two adjectives: Big-hearted and Forward-Thinking. We are thrilled to bring important medical initiatives and technology to our community, and thank all of our supporters from the bottom of our hearts.

THANK YOU ANNUAL FUND DONORS

LRGHealthcare gratefully acknowledges the commitment of all those who have supported our mission with a contribution between January 1, 2015 and December 31, 2015.

We also recognize the quiet dedication of those who wish to remain anonymous.

Gifts listed include donations to LRGHealthcare departments and programs, events, appeals and the Wellness Centers.
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Includes bequests & estate gifts, carrying forward a donor’s hope for the future of LRGHealthcare, providing a lasting reminder of their commitment.

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Henniker Directional Drilling
Ice Designs by Jeff Day
Innisfree Bookshop
Irwin Automotive Group Ford/Toyota
Sales Staff
Kara’s Cafe and Cakery
Kellerhaus
Lady of the Lake
Lakes Cosmetic Institute
Lakes Region Chamber of Commerce
Lakes Region Community College
Lakes Region General Hospital Auxiliary
Gift Shop
Lakes Region Opticians, Inc.
Lakes Region Party & Gift
LCC Pro Shop
Lee’s Candy Kitchen
LRGHealthcare Board of Trustees
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The Margate on Winnipesaukee
MB Tractor & Equipment
McAuliffe-Shepard Discovery Center
Meredith Bay Laser - A Medical Spa

Meredith Village Savings Bank
Mill Falls at the Lake
M. Saunders Producers
MW Animation & Video
New Hampshire Fisher Cats
New Hampshire Motor Speedway
Nippo Lake Golf Club
Northeast Delta Dental
Oglethorpe Fine Arts & Crafts
Ossipee Mountain Electronics
Judy Palfrey, Loon Cove Arts
Patrick’s Pub and Eatery
Relief Bodyworks & Massage
Rochester Country Club
Ted & Jen Roy - Water Street Cafe
Squam Lakes Natural Science Center
Stafford Oil Company, Inc.
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Brad Thompson - Northern Design
Precast
US Foods
The Wineing Butcher - Gilford
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Laconia, NH 03246
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LRGHealthcare 14 / ANNUAL REPORT 2015
The Patient Experience

In this day and age of healthcare, it’s no longer enough to provide healthcare to our patients; patients now expect an experience. They have many choices in where to seek care for themselves or their family members. While we can help them achieve health, if we’re not also providing comfort, understanding, education, hospitality, and an overall pleasant experience, it’s not enough to make us their choice healthcare provider. This is why LRGHealthcare is proactively creating new ways to ensure we are providing patient experiences we and our community can be proud of.

Patient Family Advisory Council (PFAC):

Created a year ago at both Franklin Regional Hospital (FRH) and Lakes Region General Hospital (LRGH), PFAC is comprised of individuals who have been patient family members or patients themselves in the past. Pulling from their own experiences or those they’ve heard throughout the community, PFAC proactively looks at LRGHealthcare’s processes and services to see how we can build on the positive experiences and keep the negative ones from happening again.

PFACs have been created at hospitals around the country and the idea stems from a realization that in healthcare, we’ve always done what we thought was best for our patients, however we never involved them in the decisions we made. As healthcare providers, we can sometimes forget what it’s like just to be a patient, or the family member of one. What we see as best from a healthcare standpoint may not necessarily be best from a patient’s.

PFAC allows us to bring together patients and family members to share their perspectives BEFORE we enact something. We can think every policy or process we do is perfect, but if we don’t involve patients or their family members, then it doesn’t really work.

In its first year, the LRGH and FRH PFACs have already done some great work in improving the patient experience.

- **Patient Experience Guide (PEG)** - The former “Patient Guide” for patients staying at LRGH or FRH is being expanded from a few pages of short and sweet FYIs that only skimmed the surface about their stay, to a more robust “Patient Experience Guide” filled with ALL patients need to know and then some. It includes everything from a phone directory and instructions for using the remote control to billing policies and crossword puzzles, and everything in between.
• **“How to be a Patient Advocate” Community Education Program** - When one is responsible for the care of a family member, it can be difficult to know how to ensure their healthcare needs are being met. It can be a challenge to understand their loved one’s condition, how to manage it, and even what questions to ask. This is why PFAC connected with LRGHealthcare Community Education about creating a program for caretakers on how to be a patient advocate. The program is currently in development for launch soon.

• **Changes in Hospital Signage** – Employees of LRGHealthcare walk the halls of FRH and LRGH every day, so they don’t often pay attention to signage. PFAC has taken tours of the hospitals and pointed out signage that might be confusing or even missing altogether. In response, LRGHealthcare has already drastically improved our signage in both LRGH and FRH making it easier for folks to find their way.

• **Committee Integration** – LRGHealthcare has begun integrating PFAC members into various standing LRGHealthcare committees. By welcoming PFAC members onto these committees, they are able to be full committee participants and speak on the behalf of patients and patient family members on the different topics being addressed. Rather than hearing about a new policy or procedure after it’s already in the works, PFAC members can share their thoughts and concerns as the discussions are being had. LRGHealthcare’s goal is to eventually have enough PFAC members to have representation on every committee.

*If you or someone you know might be interested in becoming a PFAC member, please contact Volunteer Services at 527.2895.*

**Patient Experience Volunteers:**

Patient Experience Volunteers began “making the rounds” at LRGH and FRH about seven years ago and since then, this same type of program has been popping up at hospitals around the country. Patient Experience Volunteers walk around to patient rooms and waiting rooms simply to say hello to patients, see how they’re doing, and if they need anything. They may be just fine; they may like some company; they may have some complaints, which require follow through from the volunteer and/or staff. For all of the above, patient experience volunteers are happy to oblige in an effort to make the patient’s experience more pleasant.

Thanks to this program, LRGHealthcare can address any potential issues as they are happening versus hearing about them after the patient has left. In doing so, we can ensure their needs are met while they are here and provide them the best experience possible. Patients often feel vulnerable in their position with fears that if they complain, they might then be ignored or not as well cared for. Though that couldn’t be farther from the truth (we want patients to speak up!), LRGHealthcare is happy to provide these volunteers to make patients feel more comfortable in discussing their needs and how they’re feeling, offer them company, or just be a friendly face.
## LRGHealthcare Consolidated Balance Sheet

<table>
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<th></th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
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</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
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<tr>
<td>Property, Plant and Equipment</td>
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<td>Net of Accumulated Depreciation</td>
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<td>$227,892</td>
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<td><strong>Total Liabilities</strong></td>
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<tr>
<td>Total Liabilities</td>
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<tr>
<td>Total Liabilities and Net Assets</td>
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<td>$227,892</td>
</tr>
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*Net of a $22.3 million loss related to a refinancing all of LRG’s bonds for future debt service savings realized over the remaining life of the bond. Savings substantially exceed the accounting loss required to be booked in FY 15 under Generally Accepted Accounting Principles.*
2015/2016 Hospital Awards/Recognition

• LRGHealthcare has been recognized for the second year in a row for having the lowest number of hospital acquired conditions amongst all NH hospitals.

• LRGHealthcare is one of the top three hospitals in NH for exceptional infection control rates

• LRGHealthcare has earned accreditation from DNV GL – Healthcare for both Lakes Region General Hospital (LRGH) and Franklin Regional Hospital (FRH). By earning accreditation, LRGH and FRH have demonstrated they meet or exceed patient safety standards (Conditions of Participation) set forth by the U.S. Centers for Medicare and Medicaid Services.

• LRGHealthcare Food & Nutrition Services received a Health Champion Award from the Partnership for Public Health for achievements in promoting health and wellness in the towns within Belknap County as well as Danbury, Franklin, Hill, and Northfield.

• Weight Institute of New Hampshire’s (WINH) bariatric surgical center is accredited as a Low Acuity Center under the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP), a joint program of the American College of Surgeons (ACS) and the American Society for Metabolic and Bariatric Surgery (ASMBS).

• The LRGH ICU, along with Dartmouth-Hitchcock Medical Center, was chosen as one of two hospitals in NH and 67 other adult ICUs throughout the country, to participate in a national ICU Liberation Bundle Improvement Collaborative. The goals are to improve ICU teamwork and communication; optimize pain control and sedative exposure; reduce time for a patient to be on mechanical ventilation; reduce length of stay; reduce costs to patients; decrease the incidents of long-term physical and cognitive dysfunction; and engage and empower families to participate in the care of their loved ones.