



Dartmouth
Health

Cheshire Medical Center



COMMUNITY BENEFITS REPORT 2022 HIGHLIGHTS



Categories of Community Benefits

Non-billed Services

Services that are offered as a public benefit with charitable or community service intent. Typically, these services are offered at no cost or at a reduced fee.

Medical Education

Education and training programs, including continuing medical education, training programs for medical students, nursing students, allied health students, career shadowing activities, etc.

Cash & In-kind Donations

Cash donations or contributions of supplies and equipment to community organizations; use of conference rooms.

Community Building Activities

Projects or programs which benefit the community at large.

Community Leadership and Volunteer Services

Staff time spent on activities in the community. Examples: serving on the board of directors for non-profit agencies, and serving on community committees.

What are “Community Benefits”?

Community benefits are a requirement for nonprofit hospitals to obtain tax-exempt status. Community benefit covers a full range of services and activities provided by nonprofit hospitals that address the cause and impact of health-related needs.

According to the Hilltop Institute, “Hospital community benefit refers to the initiatives and activities undertaken by nonprofit hospitals to improve health in the communities they serve. These services and activities must result in specific benefit to the community with the outcomes measured by the impact on the community”.

A community benefit must respond to an identified community need and meet at least one of these criteria:

1. Improve access to health care services
2. Enhance the health of the community
3. Advance medical or health knowledge
4. Relieve or reduce the burden of government or other community health efforts

Organizational & Community Context

The 2021–2022 Year in Numbers

237,506

Provider visits

23,867

ED visits

12,634

Virtual visits

634,968

Laboratory tests

7,651

Volunteer hours

3,641

Admissions



Cheshire Medical Center is a unified physician-hospital organization and a part of the Dartmouth Health system. Everything we do at Cheshire is fueled by our commitment to deliver excellent, compassionate care in a safe, well-run environment. From routine appointments to life-threatening personal emergencies, our integrated teams of medical professionals can address patients' specialized needs. Cheshire offers a breadth of programs and services not often available at rural medical centers, spanning the entire spectrum of health care. From Primary Care and over 90 inpatient beds to cardiology, gastroenterology, and ophthalmology departments. Cheshire's flagship programs include our nationally accredited Breast Care and Imaging Center, the Dartmouth Cancer Center, comprehensive rehabilitation offerings, and a sizable orthopaedics department.

The hospital provides services to the more than 94,000 residents of the Monadnock Region of New Hampshire which includes 22 towns and the City of Keene in Cheshire County, and 10 towns in western Hillsborough County.

In line with our mission statement, "To lead our community to optimal health and wellness through our clinical and service excellence, collaboration, and compassion for every patient, every time", Cheshire Medical Center has a long history of serving those who live and work in our area through community health improvement activities. Whether they be individual efforts –giving a talk in the community, serving on a local Board of Directors, or doing a health-related activity in a local school – or large programs sponsored by the hospital – efforts make a significant difference in the health status of our community. We also remain committed to serving as the health care safety net provider in our area by offering charity care and other financial assistance for members of our community who may be uninsured or are considered low-income.

Community Benefit Financial Summary for Fiscal Year 2022

The Center for Population Health (CPH) completed a new Community Health Needs Assessment this year. Conducted every three years, this assessment helps identify emerging needs and issues affecting the health and well-being of people in the region based on community members’ feedback to inform ongoing programs and partnerships. This report illustrates some of the recent efforts to address these community health improvement needs over the past year, including:

- CPH received a new \$826,000 state grant to oversee the Public Health Network and related services in the Monadnock Region. This program supports emergency preparedness activities and many prevention strategies. It is led by the Leadership Council for a Healthy Monadnock, with staff support from CPH.
- The Doorway, which provides supportive services to community members struggling with addiction and mental health issues, expanded services with a new Medication-Assisted Treatment clinic and a closer partnership with the Cheshire County Drug Court program, providing treatment support services for their clients.
- A partnership between Cheshire’s Diversity, Equity, Inclusion, and Belonging (DEIB) committee and Keene’s Racial Justice and Community Safety committee in 2021 led to the creation of the new regional Monadnock Diversity, Equity, Inclusion and Belonging Coalition (MDEIB Coalition). Engagement with new stakeholders is increasing awareness of this work. The new MDEIB Coalition was featured at the American Hospital Association’s national conference on Accelerating Health Equity in May.

In total, Cheshire Medical Center provided more than \$8.8 million in Community Benefits, such as unreimbursed charity care, behavioral health services, health professions education, subsidized health services, and community-building activities. These contributions are in addition to the more than \$14.3 million in unreimbursed Medicaid and Medicare costs absorbed by the Medical Center.



COMMUNITY HEALTH SERVICES.....	\$584,042
HEALTH PROFESSIONS EDUCATION.....	\$1,541,113
SUBSIDIZED HEALTH SERVICES.....	\$1,541,113
FINANCIAL AND IN-KIND CONTRIBUTIONS.....	\$444,169
COMMUNITY BUILDING ACTIVITIES.....	\$1,155,625
COMMUNITY BENEFIT OPERATIONS.....	\$692,925
CHARITY CARE/FINANCIAL ASSISTANCE.....	\$2,277,204
GOVERNMENT SPONSORED HEALTH CARE.....	\$14,353,944
CHESHIRE PROVIDED COMMUNITY BENEFIT.....	\$8,812,439
<i>NO GOVERNMENT SPONSORED HEALTHCARE</i>	
FULL COMMUNITY BENEFIT.....	\$23,166,383



Community Benefits Programs & Partnerships Highlights in 2022

Interpreter Services: 2,573 patient care visits were provided in a language other than English. The top five requested languages were Spanish, American Sign Language, Portuguese (Brazilian), Vietnamese, and Mandarin.

Sports Medicine Athletic Trainers: More than 4,500 hours supporting local high schools and community events.

The Behavioral Health Liaison Team: 2,028 behavioral consults; 1,132 psychiatric consults for a total of 3,160 patient consults.

Family Resource Counseling Assistance: 147 applications for coverage were completed, enrolling 216 community members for healthcare coverage.

The Doorway: Served 1,270 unique individuals during 4,279 appointments.

Substance Use Disorder–Medication Assisted Treatment Project: Served 351 unique individuals during 1,371 appointments.

Prescribe for Health Initiative: Fielded 494 referrals, including 321 with complex needs and 173 for Activity is Good Medicine.

Wellpowered Worksites: 30 organizations participated.

Wellpowered Schools: 16 schools participated.

Run and Read: 5 libraries participated.

Right This Way: 11 organizations and 331 individual participants.

Mind Full to Mindful: 9 organizations and 149 individual participants.

Volunteer Support: More than 1,000 hours of volunteer support provided to local nonprofit organizations through presentations, board, and community support.

Community Health Improvement Plan: Allocated more than \$55,000 to local nonprofits to implement programs that advance the work of our Community Health Improvement Plan (CHIP), which sets the strategic direction for the Healthy Monadnock Alliance

Community Building Activities

Staff time spent on activities in the community. Examples: serving on the board of directors for non-profit agencies, and serving on community committees.

By serving on the board of directors and committees of mission-aligned community organizations Cheshire staff provided over 790 hours of service to positively impact our community health needs.



Community Support

Operating the Greater Monadnock Public Health Network (GMPHN) which serves as one of 13 public health networks in NH that partner with NH DHHS to support local public health delivery. Our GMPHN is led by the Leadership Council for a Healthy Monadnock and delivers regional technical assistance and program delivery around emergency preparedness, substance misuse prevention, and the continuum of care for substance use disorders among other responsibilities depending on emerging needs.



Coalition Building

The Center for Population Health is a department within Cheshire Medical Center that provides support to all 33 municipalities in southwestern NH to advance the health and well-being of the region. This includes supporting schools, worksites, faith-based partners, coalitions, and others to support population health improvement based on community health needs and other specific community requests.



Medical Education

Education and training programs, including continuing medical education, training programs for medical students, nursing students, allied health students, career shadowing activities, etc.

Federal grant will help support start-up costs for Family Medicine Residency program

2021–2022 Report to the Community 5 Cheshire recently celebrated the award of a Rural Residency Planning and Development grant from the Health Resources and Services Administration (HRSA) to support the start-up of the Family Medicine Residency program at our West Campus on Maple Avenue in Keene. The grant, one of only 11 nationwide, specifically supports the development of rural residency programs.

Training physicians in rural areas increases the likelihood that they will practice in a rural community. The grant—\$750,000 over three years—will help to support start-up costs to establish this new residency program. Grantees may use the funding to cover accreditation costs, faculty development, and resident recruitment.

The opportunity to add a Family Medicine Residency program at Cheshire comes at a critical time when community health needs require the training of more family physicians. Currently, only 2% of residency training occurs in rural areas. In response, HRSA aims to improve access to healthcare by funding programs to train more physicians in rural communities through the Federal Office of Rural Health Policy and the Bureau of Health Workforce.

To become a family physician, students must first complete medical school, earning a degree as a Doctor of Medicine (MD) or a Doctor of Osteopathic Medicine (DO). After earning a degree, aspiring family physicians need to complete a three-year residency in family medicine, during which they continue their clinical education under a training license, diagnosing and treating patients under the supervision of established faculty doctors. Upon completing the three-year residency program, applicants are able to practice as independent family physicians.

Pending approval from Accreditation Council for Graduate Medical Education (ACGME), Cheshire's program will welcome its first six residents in 2024 for a total of 18 residents by 2027.

Cheshire physicians and staff provided over 1,300 hours of support to over 15 medical students to enhance their education and training in various departments including OB/GYN, Ophthalmology, Pediatrics, and Physical/Rehab medicine.

Cheshire provided over 13,000 hours of support to 72 allied-health professional students

87 nursing students were supported in various departments at Cheshire Medical Center during the last fiscal year

Community Leadership & Volunteer Services

Projects or programs which benefit the community at large.

Cheshire provided Community Health Education through services such as:

- Child passenger safety car seat checks
- Community lectures
- COVID-19 specific community presentation and technical assistance
- Volunteer services [blood drives, certified musician, doula, Eucharistic minister, music volunteer, reiki]

Cheshire offered healthcare support services through programs such as:

- Prescribe for Health
- Athletic trainers donated more than 4,500 hours to the community through supporting local high school practices and games, Keene Swamp Bat games, Teddy Bear clinics and the Clarence DeMar marathon.



The Doorway receives the 2022 American Hospital Association Dick Davidson NOVA Award

The Doorway at Cheshire Medical Center was honored with a 2022 American Hospital Association (AHA) Dick Davidson NOVA Award on July 18, during the AHA Leadership Summit in San Diego. The award recognizes The Doorway's hospital-led collaborative efforts that improve community health. Vice President of Population Health Shawn LaFrance and Nelson Hayden, director of the program, accepted the 2022 NOVA Award on behalf of The Doorway.

"It was an honor to be recognized with an AHA Dick Davidson NOVA award for the innovative work The Doorway has accomplished for this region," LaFrance says. "The dedicated work of The Doorway team has made a significant impact. After two years of operations, Cheshire County has gone from having the second-highest drug death rate to having New Hampshire's second-lowest drug death rate. Working together has helped us to create a healthier community and increase the well-being of our neighbors."

The Doorway is a free service available to all New Hampshire residents and Cheshire's is one of nine Doorway locations across New Hampshire. The Doorway at Cheshire provides screening, evaluation, treatment, and peer recovery support services for those with a substance use disorder (SUD). It also offers information about SUDs, prevention resources, and supportive services to assist in long-term recovery and advocates for treatment and services for people with SUDs.

Whether you are seeking help for yourself or a loved one or simply looking for information and resources related to drugs or alcohol, The Doorway will connect you to the support and services and the level of care that's right for you.

For more information, visit cheshiremed.org/doorway.