

We See You  
and **We Care!**



# ANNUAL REPORT

**Valley Regional Hospital**

We Care | 2022

# Senior Leadership Team



**Steven R. Gordon**  
Interim President &  
Chief Executive Officer



**Jean Shaw**  
Chief Financial Officer



**Belinda Needham-Shropshire**  
Director of Rehabilitation  
Services



**Timothy McNulty**  
Senior Director of Human  
Resources



**Patricia Witthaus, CHCIO**  
Chief Information Officer



**Christopher LaFave**  
Senior Director of Provider  
Practices



**Beverley Rankin, RN, MSA, BC-NE**  
Chief Nursing Officer

## Board of Trustees

Patricia Putnam  
*Chair*  
Bryan Huot  
Michael Fuerst  
Katherine Lajoie

Juliann Barrett, DO  
*President of the Medical Staff*  
Lisa Richmond  
Eric Crainich  
Tom Sullivan

Jim Borchert  
Terri Decker  
Samuel Shields Jr.  
Alex Scott  
Scott Bouranis

## Assembly of Overseers

### 2020 – 2024

Roy Barnes, MD  
Michael Fuerst  
Robert O. Landry  
Charlene Lovett  
Ted Purdy

### 2021 – 2026

Joan Baillargeon  
Donald Chabot  
Robert Cricco, MD  
Martha Maki  
Richard Seaman

### 2019 – 2023

Anthony DiPadova Jr.  
Clay Hawkins  
John Lambert  
David McCrillis  
Michael O'Connell  
Robert Porter  
Lisa Richmond  
Alex Scott  
Eric Crainich  
Bryan Huot  
Gailyn Thomas, MD

### 2018 – 2022

Allan Berggren, MD  
John West, MD  
Kevin DeRosa  
Nancy Wilmot  
Joshua Nelson  
Bonnie Miles  
Andy LaFreniere  
Douglas Adams  
Scott Bouranis

### 2022 – 2027

Matt Blanc  
Roz Caplan  
George Grabe, DMD  
Reginald Greene  
Alexander Herzog  
Bernard Rosen, MD  
Mike Satzow  
Robert Sprano  
Carol Vivian  
James Borchert  
Patricia Putnam  
Cynthia Burr  
Katherine Lajoie  
Tom Sullivan  
Terri Decker

# President's Message

**Jocelyn F. Caple, MD, MBA**  
Interim President & Chief Executive Officer  
Chief Medical Officer



Dear Friends,

It is with a great deal of pride that I draft my last address to you as Interim President & CEO of Valley Regional Hospital. The strides we have made over the last year are truly extraordinary and reflect our continued deep commitment to meeting the healthcare needs of Claremont and greater Sullivan County. Amid the continuation of the fight against COVID -19, we have focused on what the Community Health Needs Assessment (CHNA) has shown us, and I am very proud to say, we have achieved some major milestones.

**Behavioral Health:** Year over year, the CHNA has consistently shown a dire need for behavioral health services. In fact, the survey showed 48% of respondents indicating difficulty accessing mental health care and selecting "wait time too long" as a reason for not receiving care. In response, we have been developing the infrastructure needed to support behavioral health services, and today we have grown exponentially, establishing collaborative relationships with various community partners and behavioral health providers. We also have a team dedicated to Community Health, and their work has been transformative, enabling us to provide more resources to people in need through our behavioral health assessment process. You will read more about this team in the following pages, but we can all be very proud of the work being done to address mental health in our community, opening access with more immediate resources.

**Orthopaedics & Rehabilitation Services:** Redeveloping the infrastructure needed to support the orthopaedic needs of the community has led us to recruit orthopedic surgeons Dr. Thomas Marks and Dr. Whitney Hilton. Our program has become an interdepartmental collaboration between the physician's practices, surgical services, the rehabilitation department, and medical/surgical unit to provide our patients with coordinated care throughout the patient experience. The collaboration includes a free patient Total Joint School coordinated by our rehab providers to help improve patient outcomes, preparing them for the preoperative, intraoperative, and postoperative journey. In addition, we have developed a full hand care team providing comprehensive hand therapy and surgical solutions when necessary.

**Urgent and Emergent Care:** A shortage of primary care providers across the nation has sparked an increase in patients seeking emergent and urgent care services. Recruitment of providers in rural communities such as ours is a challenge; however, we have successfully increased providers to meet the demand in Urgent Care. Now, whether patients are seen in urgent care or in the emergency department, we work to transition them into our primary care practices for health services. Our primary care practices act as a gatekeeper to a variety of other resources: Substance Abuse Treatment, Psychiatry, and access to additional social service support (including insurance and housing), just to name a few. The partnerships we have developed with community organizations have also allowed us to provide patients with the right connections to manage their needs for a greater period of time.

**Geriatric Emergency Care:** Patients over age 65 make up nearly 20% of all visits to the ED, and we expect that share to continue to increase. In our constant effort to improve the quality of care we provide our local community we have been partnering with the Dartmouth-Hitchcock Medical Center Department of Emergency Medicine and their grant partners at West Health on an ambitious multi-pronged quality improvement project. This quality initiative includes clinical policy advances, tailored education for providers and staff, utilization of telehealth services through DHMC to increase access to geriatric specific services here in our community, and increased coordination with local community partners. This work allows us to achieve a nationally recognized standard of excellence for emergency department care of older adults -- and we will be formally applying for Level 2 Geriatric ED accreditation through the American College of Emergency Physicians.

There is a great deal more in the following pages that will give you a better glimpse of the dedication of the providers and staff of this great healthcare organization. I am personally honored to have been your interim leader and part of the significant strides made over these last 2.5 years. As I depart, I am very pleased to introduce Steve Gordon as your new Interim President and CEO. Steve brings a wealth of knowledge with his masters' degrees in Health Administration and Environmental Health Engineering, as well as 30+ years of experience in healthcare and hospital management. Most recently, Steve served as President /CEO at Brattleboro Memorial Hospital for 11 years. Steve has continuously proven his excellent leadership and collaboration skills throughout his career, and I know I have left the community in great hands.



Finally, I want to extend my deepest gratitude for the relationships I have developed here and for your hard work, perseverance and dedication to healthcare. I am in awe of the accomplishments you have achieved during the most challenging times and remain ever humbled to have been a part of this great organization.

Jocelyn Caple, Interim CEO





# Senator Jeanne Shaheen Visit

## *Recognizing Life Saving Work*

Recognition for the work of our healthcare heroes came from a very special guest this year, Senator Jeanne Shaheen. Senator Shaheen visited with staff, leaders and physicians to thank everyone for their perseverance and care for the community throughout the pandemic. In a welcome address given by Juliann Barrett, DO, President of the Medical Staff, she said, "Two years into this pandemic, health care workers continue to fight, day in and day out for the health of the people of this nation and around the world. Every day they come to work fighting an invisible enemy." Dr. Barrett noted the shortage of healthcare workers and how the pandemic further exacerbated the issue.

Senator Shaheen agreed and sympathized with VRH leadership and staff. She shared her deep appreciation for our continued efforts, the impact we are having on care for the community and also invited Dr. Barrett to be her virtual guest for the President's address to Congress.



**Sen. Jeanne Shaheen** ✓  
@SenatorShaheen

Honored to recognize Dr. Juliann Barrett of Valley Regional Hospital as my virtual guest to the President's address to Congress. Her work on the frontlines of COVID has delivered essential care & saved lives. I'll continue working w/ @POTUS to put the COVID crisis behind us.





# Rewards and Recognition from the Military

Valley Regional Hospital was the proud recipient of the Seven Seals Award presented by ESGR (Employer Support of the Guard and Reserve). The Seven Seals Award is for meritorious leadership and initiative in support of the individuals who serve America in the National Guard and Reserve. It is with our deepest appreciation for military members that serve our country while providing necessary health services to the local community.

In addition, our previous Interim CEO, Jocelyn Caple, MD was awarded for her actions in supporting employee participation in the National Guard and Reserve Force with the Above and Beyond Award. Restructuring care while staff are deployed can be complex, but VRH respects the importance of the service members work and continues to support them as they fight for our national defense.

Culinary Manager, Jaimie Martel, and Senior Director of Human Resources, Timothy McNulty were also the recipients of the Patriotic Employer Award for their actions in supporting employee participation in the National Guard and Reserve Forces.



## Special Thank you

In the beginning of 2022, the New Hampshire National Guard generously worked with us to provide military support to fulfill critical staffing needs. We are beyond thankful for the heroes that stepped in to support Valley Regional Hospital in a time of need. Thank you for your service!





# Community Health Teamwork

## Compassion and Care to Support Patient Wellbeing

At Valley Regional Hospital (VRH), it's our mission to improve community health, patient experience, and value.

"Mental health continues to be a major concern in our community, contributing to overdoses, suicides, and an increase in anxiety and depression," states Juliann Barrett, DO.

Valley Regional Hospital has taken on these challenges by utilizing initiative grants\* and community benefit dollars to build a collaborative team, representing community mental health, VRH primary care, and hospital support departments to develop new tools and methods to assess, diagnose, treat, and support patients in their community.

One of the many benefits of these efforts is the Community Health Team, which serves in the physician practices. The team consists of two social workers and a community health navigator.

The Community Health Team ensures patients receive the best possible support, resources (e.g. insurance, housing, access to food), and education related to suicide, domestic violence, substance use, and all other forms of abuse against children, elderly, or disabled people. In addition, the social workers aid in relationship building between provider and patient to ensure successful outcomes. They work to provide a level of compassion and care to foster sustainable population health.

The initiative has allowed VRH to implement a new patient evaluation process to assess and identify areas that could affect the patient's overall health so they can provide further support and assistance during their time of need. If indicated, the social worker connects with the patient one-on-one to foster an in-depth discussion. This deeper level of communication has allowed the social worker to further assess the needs of the patient and if necessary, revisit the question of an urgent mental health crisis.

Out of 1,664 assessments in 2021 **15.8% of adults** and **24.5% youth** required further assessment for depression

## Thankful for help

After originally denying thoughts of suicide on paper and to his primary care provider, a 20-year-old male is thankful for these additional support measures. During a routine visit, the patient had a positive assessment requiring a visit from one of the social workers. The patient disclosed that he was having thoughts of suicide and had a plan in place to end his life as well as a back-up plan. Following this new development, the patient, provider, and the social worker created a safety plan together. The patient started on a medication to address insomnia and depression and established a connection with a mental health provider for therapy. One week later, he showed signs of improvement; his suicidal thoughts were fleeting and he did not indicate any plans to end his life. He is now able to envision future steps in his healthcare, where at the first meeting his focus was on basic survival.

Prior to this initiative, the patient's mental health condition may not have surfaced at all due to the lack of assessment measures.

"The Community Health Team has proven to be a tremendous asset to the community," says Juliann Barrett, DO. Valley Regional Hospital is committed to improving mental health well beyond the original initiative, thanks to the funding provided through their community benefit program.

*\*The Integration Delivery Network Project was a three-year collaborative demonstration initiative between Medicaid and NH DHHS, to integrate mental health into the primary care setting.*



## Wellness Committee Award

The Valley Regional Hospital Wellbeing Team received one of this year's NH Governor's Council on Physical Activity and Health's Outstanding Achievement Awards! Megan Shanks and Meghan Soby (the Meg's) have been leading the Wellbeing Team since its development in 2017.

The Wellbeing Team is comprised of several individuals from different departments at VRH. They work together to boost morale and wellness, as well as team spirit throughout the organization. The team orchestrates group experiences and community efforts, employee events, and miscellaneous giveaways. Their support and dedication is part of what drives our unique culture and vibe – Congratulations and thank you for all you do!



## Caring for people and pets!

VRH Staff set a goal to collect 1,000 pounds of pet food as well as pet toys, carriers, and more. The goal was exceeded, and we were able to provide our local pet shelters with much needed essentials. The team even enjoyed loaded hot dogs to celebrate!

# Our Supporters

Harvey D. and Christina R. Hill Charitable Trust  
LaValley's Building Supply  
Century 21 Highview Realty  
The Jack & Dorothy Byrne Foundation  
Peter and Madeline Barbieri  
Roy Barnes, MD  
Roderick and Mary Ann Beaton  
Carol F. Boerner  
H. James Boice  
James Borchert  
Mary H. Bourdon  
Elaine and John Boynton  
Jyl and Volker Bradley  
Michael Brolly  
Jennifer and Robert Burke  
Jocelyn F. Caple  
Judith and Tom Carr  
Susan and Wells Chandler  
John R. Cloutier  
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Jacqueline Ferguson-Pierce  
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Claremont Savings Bank  
Reginald Greene  
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Northeast Delta Dental  
Michael A. Satzow  
Linda and Charles Sawyer  
Megan Shanks  
Jean and Justin Shaw  
Joan and Armand Sirois  
Eileen E. Skowronski  
John C. & Sally W. Stoughton  
Martha Waite  
Granite United Way New Hampshire  
Charitable Foundation

## Years of Service

### 5 Years

Stephanie Sanca  
Katie Lord  
Mallory McFarland  
Tanya Carrington  
Pauline Bailey  
Reid Sindelar  
Rachel Noyer  
Denise Partridge  
Irmgard Scott  
Kimberly Galbreath

### 10 Years

Kimberly Bruno  
Vicky White  
Susan Tommilia Whippie  
Michelle Adams

### 15 Years

Katie Derosier

### 20 Years

Kerri Quick  
Robin Tilton  
Erna Szeto

### 25 Years

Alan Hague  
Jean Shaw

### 35 Years

Pamela Poiré  
Sheila Kozel

### 40 Years

Denise Strong  
Donna Tewksbury

## Retired Employees

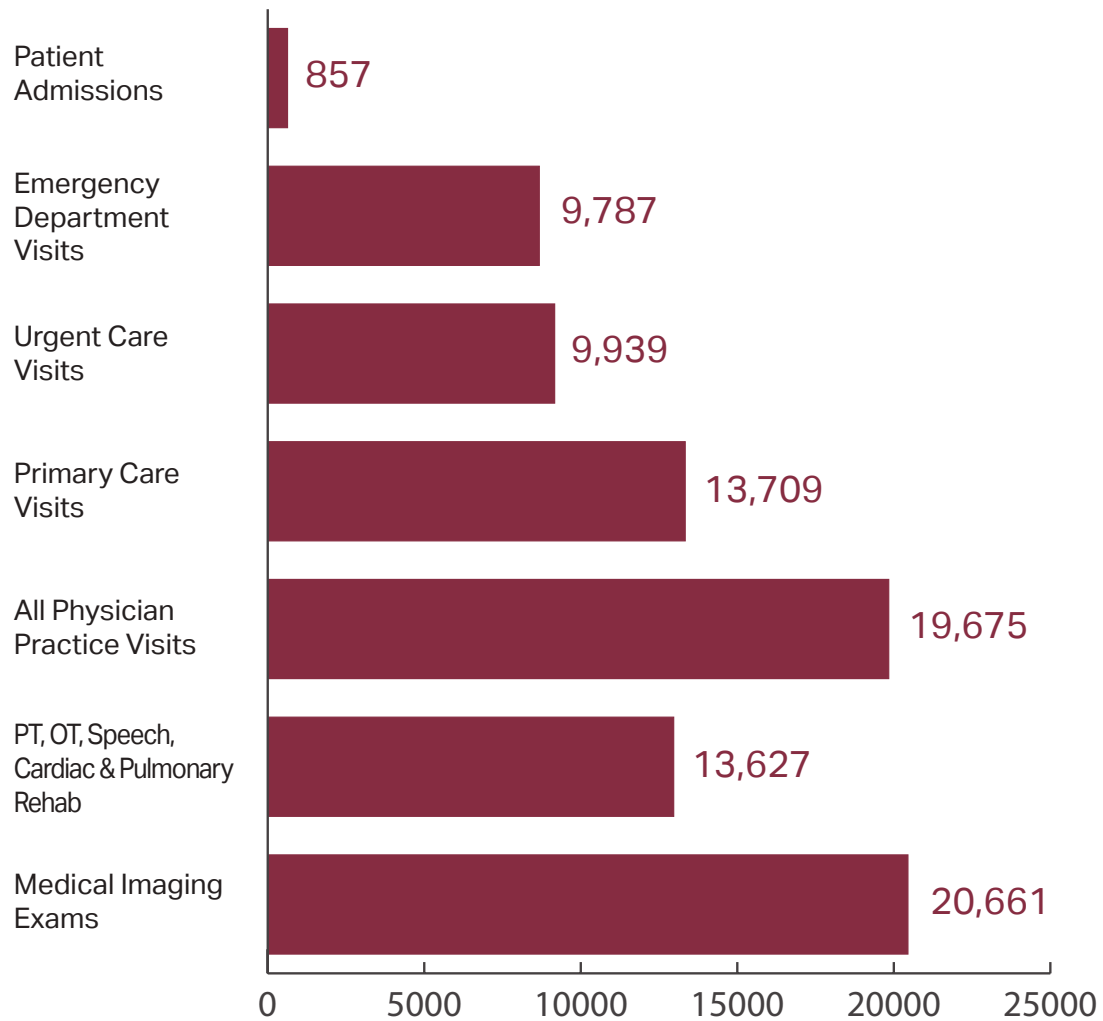
**Wanita Fuller**  
30 years

**Pamela Davis**  
45 years

**Deborah Burns**  
31 Years

*Thank you for your dedication throughout the years.*





Additionally, we administered 98,140 Lab Tests

# Financial Overview

## CONSOLIDATED STATEMENT OF REVENUES AND EXPENSES (Unrestricted only)

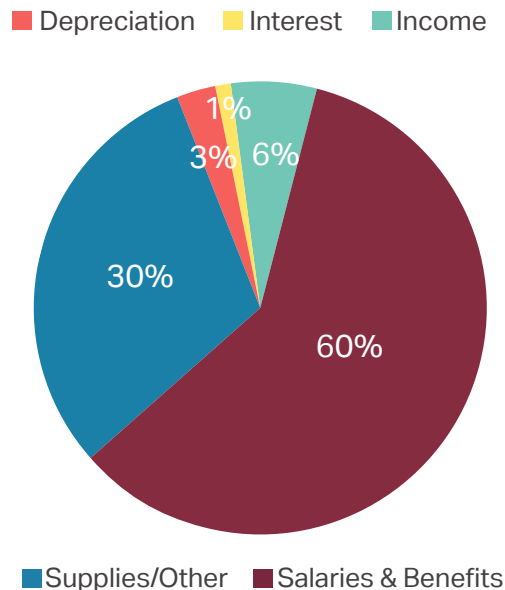
Fiscal Year Ending September 30 (in thousands)	FY2022	FY2021
Net Revenue from Patient Care	51,202	42,362
Other Operating Revenue	7,191	9,835
<b>OPERATING REVENUES</b>	<b>58,393</b>	<b>52,197</b>
Salaries, Benefits & Medical Prof Fees	34,836	30,403
Other Operating Expense	17,777	15,493
Depreciation & Interest	2,292	2,390
<b>OPERATING EXPENSES</b>	<b>54,906</b>	<b>48,286</b>
Gain (Loss) from Operations	3,487	3,911
Non-Operating Revenues (Losses)	3,785	1,062
Net Unrealized Gains (Losses) on Investments	(6,114)	4,045
<b>Change in Net Assets Without Donor Restrictions</b>	<b>1,158</b>	<b>9,018</b>

## CONSOLIDATED BALANCE SHEET

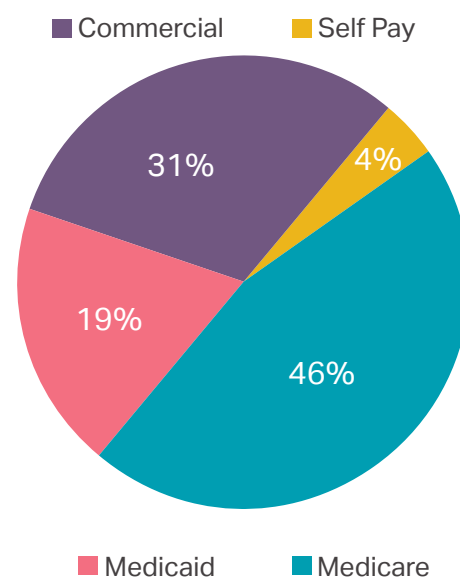
Fiscal Year Ending September 30 (in thousands)	FY2022	FY2021
Cash & Other Current Assets	28,752	29,889
Long-term Investments	5,313	9,624
Property, Plant & Equipment – Net	11,895	11,881
Other Assets	31,721	34,296
<b>TOTAL ASSETS</b>	<b>77,681</b>	<b>85,690</b>
Liabilities	24,341	32,204
Long-term Debt	17,255	17,598
Net Assets:		
Without donor restrictions	29,592	28,434
With donor restrictions	6,493	7,454
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>77,681</b>	<b>85,690</b>

**\$778,000**  
Financial Assistance VRH  
provided to the community

## FY2022 Use of Funds



## FY2022 Source of Funds





# The DAISY Award<sup>®</sup>

FOR EXTRAORDINARY NURSES

HONORING NURSES INTERNATIONALLY  
IN MEMORY OF J. PATRICK BARNES

## Congratulations to this year's Daisy Award<sup>®</sup> & Bumble Bee Award Honorees.

The Daisy Award has been celebrated annually in memory of Patrick Barnes. The award was created to recognize and thank nurses for their extraordinary care. The DAISY foundation enables us to honor two nurses (RN or LPN) annually.



Congratulations Gary Gray, RN and Elaina DeMello, RN for being awarded for your life-impacting service to patients!

### The Bumble Bee Award

was created at VRH to recognize all of those that have been nominated for excellence that are not RNs or LPNs. We thought nothing works more synergistically with a DAISY than a Bumble Bee.

In Deep Appreciation of all you do, who you are, and the incredibly meaningful difference you make in the lives of so many people. Congratulations Kim Porter, CMA, and Rebecca Howe, LNA for your work in making a difference in the lives of the people we serve!



Kim Porter, CMA

Rebecca Howe, LNA





**WE CARE**

### **OUR VISION**

Partner with the community to optimize health  
by ensuring access to high value healthcare

### **OUR MISSION**

To improve community health, patient  
experience and value

### **CORE VALUES**

Compassion  
Accountability  
Respect  
Excellence  
Service

# **Valley Regional Hospital**

[www.VRH.org](http://www.VRH.org)

Valley Regional Hospital has been caring for the greater Claremont community since 1893.