

Quality and Excellence  
to Meet Your Needs!



# ANNUAL REPORT

**Valley Regional Hospital**

We Care | 2023

# Senior Leadership Team



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



**Celeste Pitts, MBA, CHFP**  
Interim Chief Financial Officer



**Timothy McNulty, MBA**  
Senior Director of Human Resources



**Juliann Barrett, DO**  
Co-Interim Chief Medical  
Officer & Physician Practice  
Medical Director



**Patricia Witthaus, CHCIO**  
Chief Information Officer



**Christopher LaFave, PA, MPA**  
Senior Director of Provider Practices



**Lyndsy McIntyre, RN, MSN, MBA**  
Chief Nursing Officer  
VP of Clinical Operations



**Alan Owens, CHFM, SASHE**  
Sr. Director of Facilities &  
Support Services



**Laura Hagley, DPT, FACHE,  
CPHQ, LSSBB**  
Director of Quality, Emergency  
Preparedness & Project Mgmt.



**Joshua Rudner, DO**  
Co-Interim Chief Medical Officer  
& Emergency Department  
Medical Director

## Board of Trustees

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Scott Bouranis

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### Terri Decker

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

# President's Message



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

Dear Community,

I am proud to share this Annual Report with all of you as this year has been rather extraordinary. Our team has navigated and continues to navigate through a variety of today's healthcare challenges including staffing shortages, housing and daycare scarcity, and rising costs of living impeding individuals' ability to work and care for themselves. Despite these challenges, we have been able to enhance care services at VRH by filling critical positions and developing new programs to better meet our area's needs.

In the last year, we have welcomed new services and providers that aim to improve behavioral health, primary care, urgent and emergent care, and the integration of care between providers and resources. The behavioral health team continuously works to identify and remove existing healthcare barriers, as well as ensure a smooth transition of care from one service to another. In 2022, we introduced a Psych-APRN and a second community health navigator to the primary care clinics to assist in medication management, mental health disorders, and resource connections for transportation, food and housing insecurity, and more. The clinics also added two new healthcare providers allowing us to better meet area needs, as well as a clinical pharmacist focusing on diabetes management and cardiac issues. This team is not skipping a beat.

These wonderful professionals have made a huge impact on our rural community, and I know 2024 will bring even more success. Speaking of success, our Post Sentencing Integration Program has been active for over a year. It is believed to be the only one of its kind in a rural community hospital, nationwide. The program's purpose is to create the bridge between incarceration and release from a health management point of view. I am immensely proud of the success this program is having on the lives of people re-entering the community after being involved with the justice system. Building a care plan prior to release is essential for improving positive outcomes.

Speaking of building, our brick office building is a piece of Valley Regional Hospital's history. Thanks to the Northern Borders Workforce Development Grant, we are able to renovate and preserve this historic building for nursing students. The project will enable us to create housing for healthcare staff in the face of a housing crisis. This is one of many ways our team has worked to attract and retain healthcare staff, so we can continue to provide innovative and needed care to our beloved community.

Finally, the numbers will speak for themselves, but I can punctuate these points – we are financially strong, we are caring for more patients across this health care system than ever before, and we have a remarkable and collaborative staff of doctors, providers and other support team members who make all of our success possible. Our Senior Leaders are dedicated to this community's healthcare and they, together with the Board of Trustees, have made strategic decisions that continue to propel us forward. It is because of all of you that we are meeting the needs of the greater Claremont community.

Jocelyn Caple, MD  
Interim President & CEO



# Post Sentencing Integrated Care

Valley Regional Hospital proudly announced its Post-Sentencing Integrated Care program (PSIC) created to identify individuals who emerge from the justice system for any number of reasons and do not seek healthcare thereafter. "I began to research the justice-involved population and their re-entry into society," explained Jillian Rafter, Primary Care Nurse Practitioner, VRH. "What I found was that this population did not know how to seek care, found accessing care difficult, felt ashamed, or that they found the general process of establishing care overwhelming and stressful. Due to these reasons, their delay in seeking care is playing a part in the delay for treatment of chronic conditions ranging from depression and anxiety to high blood pressure and diabetes," Rafter added.

Determined to make a difference, Jillian met with licensed social worker Krista Lafont-Leamey to close the gap and identify how to best care for this underserved population. Together they researched current practices and programs, as well as developed relationships with various community organizations and correctional facilities to create Valley Regional Hospital's Post Sentencing Integrated Care program. Though common in urban settings, they have not been able to find a similar program in rural United States.

The PSIC program is set up to work with correctional facilities prior to release to create a plan of care so individuals are more likely to receive ongoing medical care after reentry into the community. In addition, VRH has been able to obtain additional funding through a grant focused on the care of this population. It has enabled them to expand the behavioral health team as well as their PSIC support services, allowing VRH to better coordinate care for all clients with behavioral health needs. The behavioral health team now includes primary care providers, a psychiatric nurse practitioner, a substance use disorder and behavioral health nurse, two community health navigators, pharmacy services, and two licensed social workers.

Active for one year now, the PSIC program has supported approximately 30 patients on their journey as they work toward maintaining a successful and healthy re-entry into society. "We are achieving our goal to decrease the stigma, provide integrated care, improve access, and support each individual with their health needs after being involved in the justice system. In fact, the program is having a positive impact and we are extremely proud to have identified this need to bring equal opportunity for care to everyone regardless of their past," Rafter said.



## Diversity Equity and Inclusion Initiative at VRH

Diversity, equity and inclusion is central to providing an optimal experience and the best care for all patients. This year, VRH created a Diversity, Equity, and Inclusion (DEI) committee to cultivate and continuously analyze business practices to ensure Valley Regional Hospital is providing a safe, respectful, inclusive, and supportive environment in which our patients, employees, and community members feel a sense of belonging. The committee's work is based on benchmarks and strategic goals meant to exceed the state legislature's requirements for all health care providers. Their aim is to ensure health equity wherein everyone can attain their full potential for health and well-being. In the past year, VRH DEI committee members participated in community LGBTQ+ and SUD (substance use disorder) events, and plan further involvement to learn, grow and improve all aspects of DEI within the healthcare setting.

## Northern Borders Workforce Development Grant



## Preserving History with a New Purpose

This year marked an important recognition by the office of the Governor of the state of New Hampshire with an award of \$500,000 for the Northern Borders Workforce Development Grant. The grant letter stated, "On behalf of Governor Chris Sununu and the Northern Border Regional Commission (NBRC), we're thrilled to notify you that Valley Regional Hospital has been selected to receive a 2023 Catalyst Program grant award! The NBRC received 187 applications this year for the Catalyst grant cycle, requesting over \$150 million in total funding. Across the four states only 66 applications were selected, so we congratulate you on this achievement!"

Valley Regional Hospital sought the Northern Borders Workforce Development Grant for the purpose of creating housing for healthcare workers. The magnitude of the issue of housing has been detrimental to hiring staff and this issue is impacting hospitals nationwide. With this grant, VRH will renovate one of its original buildings, historically used for housing nursing students, and it will be updated and built for transitional housing for future VRH healthcare workers.

Renovation work is underway and we hope to host an Open House just prior to having it occupied in the summer of 2024.



# Improving Community Health, One Hire at a Time

Valley Regional Hospital has had an extraordinary year with respect to our targeted efforts to employ the right professionals, in the right settings to help us better address the emerging health needs of the community. Positions within the hospital setting and in outpatient care have helped us improve the promise of wellness for everyone who turns to us for care. These highlights tell the story:

We welcomed a Psychiatric Mental Health Nurse Practitioner (PNMHP), to care for patients in both AIM and VPC practices, assisting with co-morbidity complex cases involving substance and alcohol use and mental health disorders. She works predominantly outpatient full time and helps patients address their chronic and acute mental health symptoms with appropriate medications, along with providing consultations with VRH Primary Care providers. Additionally, the PNMHP is available to staff in the emergency room and the med-surg inpatient hospital unit for consultation with the most challenging psychiatric cases. She recently commented, "Patients now see me in the community and say, 'You've changed my life' because of my specific role in connecting medication treatment of mental health with their medical needs. Many are undiagnosed, misdiagnosed, over/under medicated, or go significant periods of time with no check-ins with the providers who originally prescribed those medications. We are making great strides in care!"

Our Emergency Department RN for Behavioral Health & Substance Use Disorder is anchored upon this program manager's extensive experience in emergency care for substance use disorders and mental health. While only months in existence, this innovative position provides assessment screenings

and referral services, pilots a Harm Reduction Program, and connects patients to primary care and community resources where appropriate. Our program has already caught the attention of NH State Bureau Staff for successful and positive, rapid integration efforts in a rural care setting!

Among our newest hires, we've added a Primary Care Pharmacist to serve patients with diabetes and heart management health related issues. This position also assists primary care providers with medication reconciliation and awareness. After receiving a recent referral to connect with an older male patient our Primary Care Pharmacist said, "I reached out to him and explained how our program could help with his diabetes management. After meeting with me, he stated that, during his eight year diagnosis, he never had someone ever take the time to slowly explain what diabetes was, what the risks were, and help him identify changes that could make a real difference. I understand that primary care providers are often not able to provide this more in depth level of attention and focus, but I am grateful that my position provides the time to produce these positive experiences to my patients."

The focus of diabetes and heart health has also extended to a new Pharmacy Technician for the Emergency Department & Urgent Care. This individual focuses on connecting patients with our clinical pharmacist for diabetes and heart health patients, as well as complete medication reconciliations, and referrals to primary care for any patient lacking a primary care home. He recently commented, "What has surprised me the most is how grateful the providers in the ED are to have me as a trusted resource. There have been situations

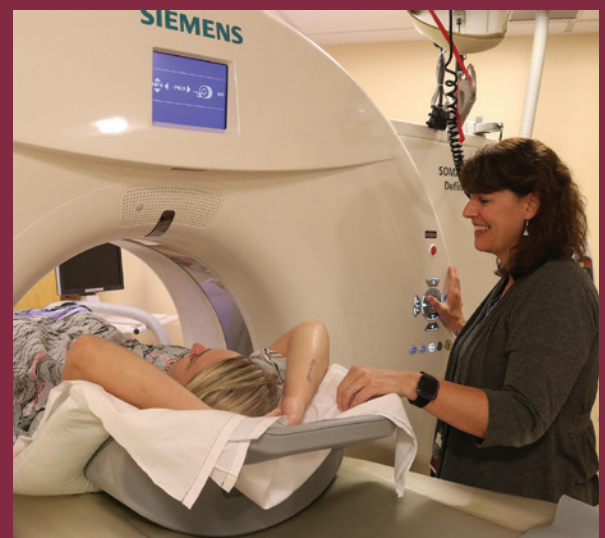


that otherwise may have had undesired outcomes, but because I am able to assist, medication reconciliations were completed and proved beneficial in the care of the patients. This role also enables me to refer patients to the primary care pharmacist for their unmanaged diabetes, so the synergy is excellent for everyone."

Finally, we added another Community Health Navigator to the team, resulting in two Community Health Navigators providing real-time referrals and guidance to providers and patients, following positive assessments for social determinants of health. Their success stories occur on a daily basis, and include:

- Doubling the size of the Medication Assistance Program in just one year by connecting over 70 patients with low, or no cost, medication sources.
- Completing thousands of patient referral calls for transportation, food, utility assistance, city welfare, car seats, dental assistance, and more.
- Successfully establishing two families, previously living in motels for years, into their own apartments, and connecting them with community resources to furnish those homes.
- Assisting in the completion of many Medicaid and Medicare applications; and,
- Distributing over \$5,000 of Hannaford gift cards for fruits and veggies to families seeking to improve their families' health goals.

This has been a year of profound growth in these areas and we are extremely proud of the progress Valley Regional Hospital is making to target new and innovative ways to deliver the highest quality care.



## CMS 5 Star Rating

Valley Regional Hospital recently received a 5 star quality ranking from the Centers for Medicare and Medicaid Services (CMS). We are one of three hospitals in the state of New Hampshire to achieve this rating based on 5 quality measures: Safety of Care, Readmission, Mortality, Patient Experience, and Timely & Effective Care. We are proud of our team for all their hard work and dedication to the community.

# Our Supporters

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# Years of Service

## 5 Years

Rebecca Stockwell  
Shaylyn Burke  
Kristen Johnson  
Krista Lafont-Leamey  
Kristin Scott  
Demetria Dempsey  
Brandy Salo  
Kimalee Reed  
David Maynard  
Timothy McNulty  
Eric Boystak  
Cindy Bresson  
Danielle Parry  
Caryce Casey  
Charles Sawyer  
Juliann Barrett

## 10 Years

Felicia Gilcris  
Leslie Minckler  
Cynthia Knipe  
Karen Bledsoe  
Jessica Ball  
Niccole Frysinger  
Susan Lapointe  
Zoe Graboski

## 15 Years

Ann Merritt  
Sharon Griggs  
Shelley Friedman  
Terri Wilson  
Denise Ensley  
Michele Condon  
Jodi Greenwood  
Cynthia French Largess  
Rebecca Bircher  
Holly Cannistraci

## 20 Years

Christine Brehio  
Anna Guaraldi  
Rebecca Saypack

## 25 Years

Scott Astle  
Paula Cote

## 35 Years

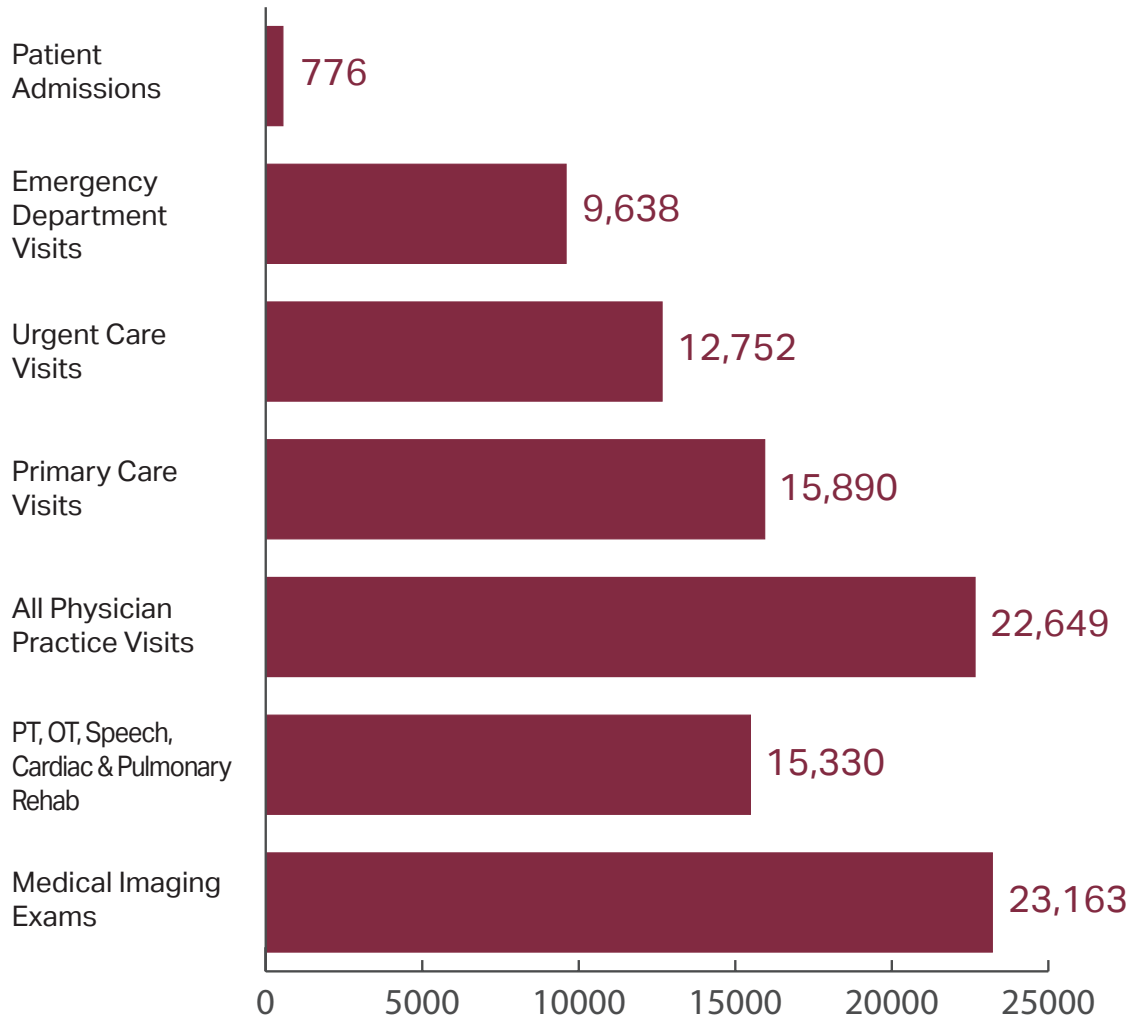
Patricia Witthaus

# Retired Employees

David Russo, MD      Sandra Robison      Beverley Rankin      Vincent Moreno      Gary Lambert

*Thank you for your dedication throughout the years.*





Additionally, we administered 98,387 Lab Tests

# Financial Overview

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

Fiscal Year Ending September 30 (in thousands)	FY2023	FY2022
Net Revenue from Patient Care	59,484	51,202
Other Operating Revenue	5,096	7,191
<b>OPERATING REVENUES</b>	<b>64,580</b>	<b>58,393</b>
Salaries, Benefits & Medical Prof Fees	38,913	34,836
Other Operating Expense	21,214	17,777
Depreciation & Interest	2,355	2,292
<b>OPERATING EXPENSES</b>	<b>62,482</b>	<b>54,906</b>
Gain (Loss) from Operations	2,098	3,487
Non-Operating Revenues (Losses)	882	3,785
Net Unrealized Gains (Losses) on Investments	2,218	(6,114)
<b>Change in Net Assets Without Donor Restrictions</b>	<b>5,198</b>	<b>1,158</b>

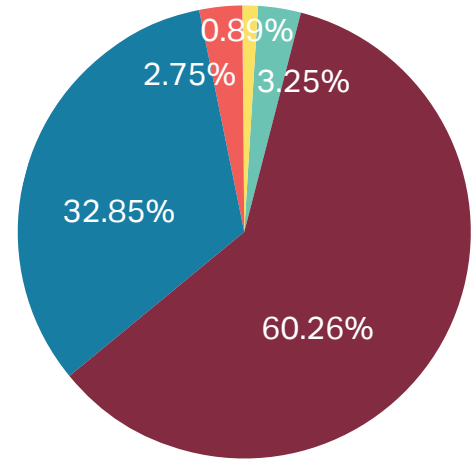
## CONSOLIDATED BALANCE SHEET

Fiscal Year Ending September 30 (in thousands)	FY2023	FY2022
Cash & Other Current Assets	28,715	28,752
Long-term Investments	5,638	5,313
Property, Plant & Equipment – Net	13,039	11,895
Other Assets	35,585	31,721
<b>TOTAL ASSETS</b>	<b>82,977</b>	<b>77,681</b>
Liabilities	23,649	24,341
Long-term Debt	17,184	17,255
Net Assets:		
Without donor restrictions	34,791	29,592
With donor restrictions	7,353	6,493
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>82,977</b>	<b>77,681</b>

**\$511,000**  
Financial Assistance VRH  
provided to the community

## FY2023 Use of Funds

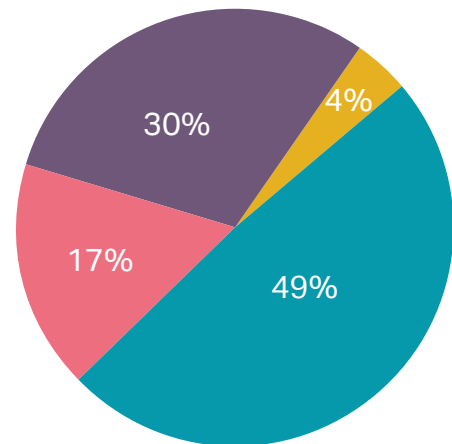
Depreciation Interest Income



Supplies/Other Salaries & Benefits

## FY2023 Source of Funds

Commercial Self Pay



Medicaid Medicare



# 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 Diane Friend, RN and Megan Vaughn, 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 Crystal, RRT for your work in making a difference in the lives of the people we serve!



Crystal, RRT



**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.