





**Androscoggin Valley Hospital
North Country Home Health & Hospice Agency
Upper Connecticut Valley Hospital
Weeks Medical Center**



Dear Community Member:

2024 was a great year of progress and development for North Country Healthcare (NCH) – a year during which we extended our commitment to NCH’s Mission: improving lives by assuring consistently integrated healthcare.

One of the ways that we helped integrate healthcare for our community was by the formation of an exciting new collaboration with Concord Hospital Cardiovascular Institute (CHCI). As has been the case for well over a decade, non-surgical cardiology providers remain a staple within NCH. With Dr. Daniel van Buren, Elizabeth Lapointe, PA-C, and Calvin Knowles, PA-C, collectively providing pre- and post-surgical care at multiple NCH locations including Berlin, Colebrook and Lancaster, important healthcare resources are available close-to-home. The partnership with CHCI now affords patients expanded services including cardiac and thoracic surgery, vascular surgery and more, and continued cardiac rehabilitation in our own communities.

Another very exciting development of which I’m happy to report is the recent approval by the

American College of Graduate Medical Education (ACGME) for a new Family Medicine Residency Program as part of the White Mountain Medical Education Consortium (WMMEC.) As you may have heard, more than ever, the healthcare industry is clamoring for additional providers to support the needs of our patients across the globe. The potential shortage of providers is only expected to grow in coming years – lead by family medicine practitioners. This new Residency Program, based in our region, will take some time to develop, but is anticipated to help develop a pipeline of providers to the North Country.

Last, but certainly not least, as part of a recently developed NCH Strategic Plan, our organization continues to be laser-focused on our commitment to High Reliability. Simply put, as a Highly Reliable Organization (HRO), we are relentlessly pursuing excellence in quality. Our team members are committed to not ignoring small failures, lest they become more significant. We will not simplify but, rather, will examine processes fully, recognizing that healthcare is complex and intricate. More than ever, we will appreciate and recognize both the perspective and experience of our frontline leaders—formal and informal—who are closest to the work. We will remain committed to resilience by maintaining a healthy and stable work environment. And, we will look to subject matter experts, identified not by rank or status, but as individuals who have the most intimate and thorough knowledge of a specific area.

Now is an exciting time for healthcare, and for our communities. We remain committed to serving you for years to come.

Thank you for entrusting us with your care.

Yours in good health,

A handwritten signature in black ink, appearing to read 'Tom Mee'.

Tom Mee, RN, BSN, MBA
Chief Executive Officer
North Country Healthcare

North Country Healthcare

Enhancing the Quality of Healthcare



In 2024, North Country Healthcare (NCH) made significant strides in strengthening our culture of quality, performance improvement, and patient-centered care. As we embark on our journey to becoming a High Reliability Organization (HRO), we have prioritized safety, efficiency, and collaboration, ensuring that every patient receives the highest standard of care.

Driving Impact Through Employee-Led Innovation

One of our most meaningful accomplishments has been the successful implementation of more than 25 employee-led Six Sigma projects across the System. These initiatives have led to measurable improvements in efficiency and patient safety, demonstrating the power of frontline engagement in driving meaningful change. By empowering staff to identify challenges and implement data-driven solutions, we are fostering a culture where continuous improvement is not just encouraged but expected.

Overcoming the Challenge of Change

Transforming the way we operate as a System has not been without its challenges. Historically, NCH has been a collection of independent hospitals and a home health and hospice agency, each accustomed to operating autonomously. The work we are doing now—standardizing best practices, aligning processes, and working as one cohesive System—requires a fundamental shift in mindset. While teamwork across affiliates has been difficult at times, we are learning that breaking down silos and fostering collaboration ultimately leads to stronger, more unified care for our patients.

Strengthening Our Commitment to Health Equity

In 2024, we began collecting data to meet new Health Equity requirements, a crucial step in understanding and addressing disparities in care. This data will serve as a foundation for targeted initiatives aimed at ensuring that all patients, regardless of background, receive equitable, high-quality care, tailored to their needs.

Laying the Foundation for an Enhanced Patient Experience

Recognizing that patient experience is as vital as clinical care, we have begun developing a comprehensive Patient Experience Plan. This framework will guide our future efforts in enhancing communication, building trust, and ensuring that every patient interaction reflects our commitment to compassionate, high-quality care.

Investing in a Culture of Continuous Improvement

In 2024, we reached a key milestone in performance

improvement, with 100% of our staff completing Six Sigma/Lean Yellow Belt training and 5% earning Yellow Belt certification.

This investment in staff development strengthens our ability to implement data-driven improvements and sustain a culture of excellence across NCH. This education will be the foundation of all improvement work in the future.

Transforming Quality Assurance and Performance Improvement (QAPI)

This year, we also completed a full revamp of our Quality Assessment and Performance Improvement (QAPI) system. By creating a more standardized, data-driven approach, we are enhancing accountability and ensuring that quality improvement remains at the heart of everything we do. Roll-out of the new QAPI will begin in 2025.

Looking Ahead: Our Vision for 2025 and Beyond

As we continue our HRO journey, our focus for the coming year will be on deeper staff engagement and increased access to real-time data. By giving every team member the ability to reflect on and react to patient care insights daily, we are fostering an environment where continuous improvement becomes a shared responsibility.

Acknowledgments

The progress we have made this year would not have been possible without the dedication of the Performance Excellence (PX) team and leaders across the System, whose hard work has been instrumental in driving this transformation. Additionally, we extend our gratitude to the NCH Cabinet and Board members for their unwavering support in championing this important work.

As we move forward, our commitment to quality, safety, and patient experience remains stronger than ever. Together, we are building a healthcare System that is not only high-performing but also deeply committed to the well-being of every patient we serve.

Sincerely,

A handwritten signature in black ink that reads "Bernie Adams". The signature is fluid and cursive.

Bernie Adams, LSSBB
Chief Quality Officer
North Country Healthcare

Philanthropy & Community Relations: Reflecting on 2024 and Looking Ahead to 2025

In 2024, the Philanthropy & Community Relations Department was established to strengthen the connection between North Country Healthcare (NCH) and the communities we serve. This newly formed team has already made strides in building a solid foundation for philanthropy, hosting impactful events, and fostering collaboration across our affiliates. Together, we are setting the stage for greater community impact and engagement in the year ahead.

The department thrives on the collective expertise and dedication of its team members. Ren Anderson, Director of Philanthropy & Community Relations, leads with a focus on strategic fundraising and building strong donor relationships. Scarlett Moberly, Grant & Community Benefits Coordinator, ensures our grant funding and community health benefit initiatives align with organizational goals. Nicole Gross, Philanthropy Coordinator, specializes in donor engagement, events, and public outreach. Courtney Piana, Gala & Community Relations Coordinator, brings energy and innovation to the planning and execution of cornerstone events like the North Country Home Health & Hospice Gala. Michelle Brault, Volunteer Manager at Weeks Medical Center, and Candy O'Neil, Volunteer Coordinator at Androscoggin Valley Hospital, foster volunteerism and community involvement that enrich the patient experience. Together, this team embodies a shared commitment to advancing North Country Healthcare's Mission to improve lives by assuring consistently excellent, integrated healthcare and building stronger connections with our communities.

Looking ahead to 2025, the Philanthropy & Community Relations Department is poised to expand its impact through several transformative initiatives. Key goals for the year include:

- Launching a comprehensive donor recognition program tailored to the unique character of each affiliate, strengthening relationships with existing supporters, and inspiring future contributions.
- Implementing a System-wide community health benefit tracking tool to enhance transparency, streamline reporting, and demonstrate the tangible impact of our work.
- Growing participation in System-wide campaigns like the Annual Appeal, NCH Casual for a Cause and Giving Tuesday, leveraging these moments to broaden donor engagement and highlight the critical role of philanthropy in supporting rural healthcare.
- Strengthening partnerships across the North Country, including collaborations with businesses, civic

organizations, and individual donors, to create lasting support for healthcare initiatives that benefit our communities.

- Expanding event offerings to engage new audiences, build awareness of our Mission, and connect with diverse stakeholders who share our commitment to improving healthcare access and equity.
- Sharing the transformative stories of patients, families, and caregivers touched by the work of North Country Healthcare, inspiring generosity and demonstrating the profound impact of giving.

As we enter this exciting chapter, we remain focused on our mission to bring resources, innovation, and compassion to the communities we serve.

We invite you to join us in making 2025 a year of growth and impact. Whether through a financial contribution, volunteering, or spreading the word about NCH, your support makes all the difference. Together, we can ensure every patient and family in the North Country has access to the care they deserve. Visit northcountryhealth.org to learn more about how you can get involved.

Sincerely,



Lauren "Ren" Anderson, MAOL
Directory of Philanthropy & Community Relations
North Country Healthcare



(Philanthropy & Community Relations Department members at the 2024 Home Health & Hospice Gala, pictured left to right: Courtney Piana, Nicole Gross, Ren Anderson, & Scarlett Moberly)

Upper Connecticut Valley Hospital

181 Corliss Lane
Colebrook, NH 03576
(603) 237-4971

NCH Pharmacy - Colebrook
141 Corliss Lane
Colebrook, NH 03576
(603) 237-4170

Weeks Medical Center

173 Middle Street
Lancaster, NH 03584
(603) 788-4911
toll free 1-888-779-3539

Lancaster Clinic
173 Middle Street
Lancaster, NH 03584
(603) 788-2521
toll free 1-888-779-3539

Whitefield Clinic
8 Clover Lane
Whitefield, NH 03598
(603) 837-9005
toll free 1-888-905-6933

Groveton Clinic
47 Church Street
Groveton, NH 03582
(603) 636-1101
toll free 1-888-880-6371

Colebrook Clinic
141 Corliss Lane
Colebrook, NH 03576
(603) 237-5899

Littleton Clinic
536 Cottage Street
Littleton, NH 03561
(603) 444-3080

Stewartstown Clinic
6 Duranleau Street
West Stewartstown, NH 03597
(603) 237-5899

NCH Pharmacy - Lancaster
173 Middle Street
Lancaster, NH 03584
(603) 255-3674

Androscoggin Valley Hospital

59 Page Hill Road
Berlin, NH 03570
(603) 752-2200

NCH Patient Care Center
167 Main Street
Gorham, NH 03581
(603) 342-5060

NCH Outreach Clinic
1976 White Mountain HWY
North Conway, NH 03860
(603) 752-2300

AVH Surgical Associates
7 Page Hill Road
Berlin, NH 03570
(603) 752-2300

North Country Home Health & Hospice Agency

536 Cottage Street
Littleton, NH 03561
(603) 444-5317

NCH Home Medical Supplies

252 Meadow Street
Littleton, NH 03561
(603) 444-3077

Populations Served:

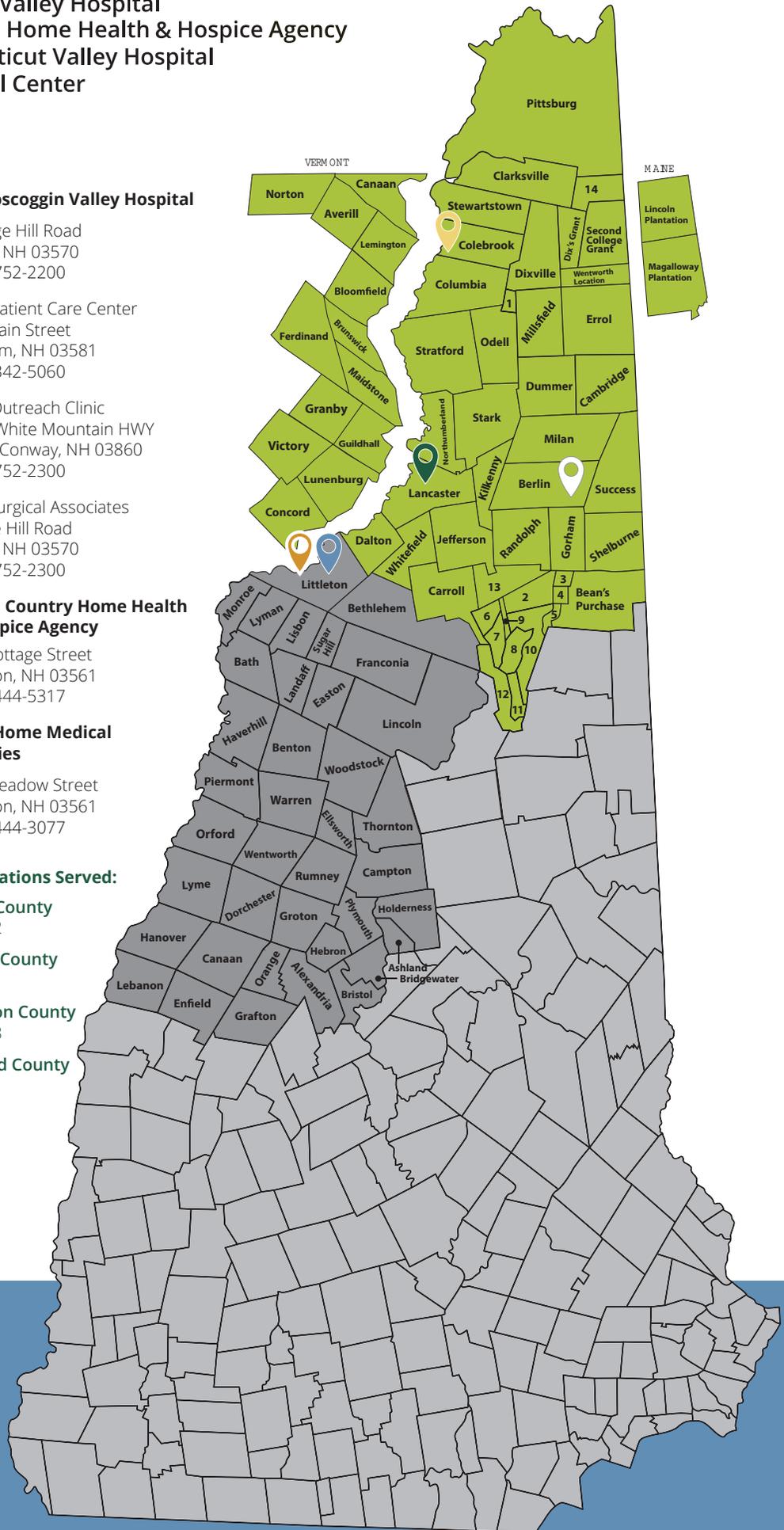
Coös County
31,242

Essex County
4,531

Grafton County
20,553

Oxford County
3,237

1. Erving's Location
2. Thompson and Meserve's Purchase
3. Martin's Location
4. Green's Grant
5. Pinkham's Grant
6. Crawford's Purchase
7. Bean's Grant
8. Cutt's Grant
9. Chandler's Purchase
10. Sargent's Purchase
11. Hadley's Purchase



Healthcare Services Directory

From Acute Care to Wound Healing and Everything In Between



An Affiliated Medical Community
North Country Healthcare (NCH) is a non-profit affiliation of four medical facilities in the White Mountains Region of New Hampshire. NCH includes numerous physicians and medical providers at multiple locations. This leading comprehensive healthcare network which employs hundreds of highly-trained individuals delivers integrated patient care through three community hospitals, medical laboratories, and a home health and hospice agency. NCH remains committed to the health and well-being of the communities we serve.

Member organizations include Androscoggin Valley Hospital in Berlin, North Country Home Health & Hospice Agency, which serves all of Coös and Grafton Counties, Upper Connecticut Valley Hospital in Colebrook, and Weeks Medical Center in Lancaster.

North Country Healthcare also collaborates with one Federally Qualified Health Clinic: Coös County Family Health Services in Berlin and in Colebrook.



North Country Healthcare is committed to fostering an inclusive and diverse workforce and volunteer base throughout all of our affiliate organizations (Androscoggin Valley Hospital, North Country Home Health & Hospice Agency, Upper Connecticut Valley Hospital, and Weeks Medical Center). We value and respect all of our stakeholders and recognize that our differences make us better.



NCH Androscoggin Valley Hospital
north country healthcare

59 Page Hill Road
Berlin, NH 03570
Main Number: (603) 752-2200
Appointments: (603) 752-2300
Rx Refills: (603) 326-5863
avnhh.org

NCH North Country Home Health & Hospice Agency
north country healthcare

536 Cottage Street
Littleton, NH 03561
Main Number: (603) 444-5317
nchhha.org

NCH Upper Connecticut Valley Hospital
north country healthcare

181 Corliss Lane
Colebrook, NH 03576
Main Number: (603) 237-4971
Appointments: (603) 388-4330
Rx Refills: (603) 237-4170
ucvh.org

NCH Weeks Medical Center
north country healthcare

173 Middle Street
Lancaster, NH 03584
Main Number: (603) 788-4911
Appointments: (603) 788-5095
Rx Refills: (603) 788-5076
weeksmc.org

Healthcare Services Directory
From Acute Care to Wound Healing and Everything in Between



NCH Home Medical Supplies - A service provided by North Country Home Health & Hospice Agency. NCH Home Medical Supplies offers a wide range of products that can help you maintain your independence and improve your quality of life. Open to the public, located at 252 Meadow Street in Littleton, NH. Monday - Thursday, 8am - 4pm | (603) 444-3077 | www.nchhomemedical.org

An Affiliated Medical Community

All the Care You Need

KEY

- Available through AVH
- Available through UCVH
- Available through WMC
- Available through North Country Home Health & Hospice Agency
- † Offered in collaboration with Coös County Family Health Services.
- †† Offered in collaboration with Dartmouth-Hitchcock Medical Center.
- ††† Offered in collaboration with Concord Hospital Cardiovascular Institute.

Acute Care Clinic	Diabetes Care & Education	Lifestyle Medicine	Podiatry
Allergy/ENT	Dietary Services	Neurology	Primary Care/Family Medicine/ Pediatrics †
Addiction & Recovery Services & Substance Use Disorder	Dry Needling	Nutrition Services	Pulmonary Care
Alcohol & Drug Consortium Services	Emergency Medicine	Obstetrics/Gynecology	Respiratory Therapy
Ambulatory Nursing Services	Gastroenterology	Occupational Health Services	Sleep Medicine
Anesthesiology	General Surgery	Occupational Therapy	Speech Language Therapy
Audiology	Home Health Care Services	Oncology	Support Groups
Behavioral/Mental Health/Psychiatry (Psychiatry at WMC)	Home Hospice Care Services	Orthopaedics & Sports Medicine	Tele-Medicine
Bariatric Services	Hospitalist Services	Pain Management	The Doorway at AVH
Cardiac Care †††	Imaging Services	Palliative Care Services	Urology
Dermatology ††	Infusion Services	Pharmacy	Wellness Programs
	Laboratory & Pathology	Physical Therapy	Wound Care & Healing
			Vascular Medicine

Scan the QR Code to learn more!

NCH Androscoggin Valley Hospital
North Country Home Health & Hospice Agency
Upper Connecticut Valley Hospital
Weeks Medical Center



This year has been a remarkable journey of growth, innovation, and service to our community. Here are some of the significant accomplishments and achievements that defined 2024:

Advancing Patient Care

Our commitment to delivering exceptional care is stronger than ever. In 2024, we introduced cutting-edge technologies, including advanced diagnostic tools and minimally invasive procedures, improving patient outcomes and recovery times. We expanded telehealth services, making healthcare more accessible to individuals in remote areas. This effort resulted in a significant increase in virtual consultations, ensuring patients received timely care from the comfort of their homes. Our journey towards High Reliability included achieving a 98% rate of completion for barcode medication administration, a significant patient safety practice when providing medications to patients. The national gold standard for this rate is 95%!

Celebrating Our Team

Our employees are the heart and soul of our organization. This year, we recognized over 200 staff members for their outstanding service, personal achievements in advancing their own education or certifications, and providing innovation in patient care. Notably, several employees were honored at the state level for excellence in nursing and clinical leadership. To support our team's well-being, we launched a wellness program offering mental health resources, fitness classes, and professional development opportunities. Participation rates soared, reflecting the positive impact on our employees' lives. Our entire nursing team was recognized nationally for providing excellence in communication and responsiveness to our inpatients, achieving 99th percentile performance based on patient satisfaction survey results.

Engaging with the Community

In 2024, we deepened our connection with the community through a range of programs. We hosted over 50 free health screenings, reaching nearly 10,000 residents. Our educational seminars on topics like diabetes management, heart health, and mental wellness were attended by hundreds, equipping participants with tools for healthier living. Additionally, our annual charitable efforts raised thousands of dollars to support local food banks, housing initiatives, and other regional charities and agencies that provide service to people in need. Our annual Ambassador Golf Tournament raised

enough to purchase equipment to care for patients in seven different departments of the hospital.



Expanding Facilities and Services

To better serve the growing demand for specialty care, we expanded multiple outpatient clinics across different specialties, which allowed access to care to for an additional 1,000 patients over last year. We also worked to preserve cardiology services in the North Country through a new partnership with the Concord Health Heart and Vascular Institute. Multiple clinical service lines achieved or maintained national certification/accreditation over the course of the past year.

Focus on Sustainability

We made strides in sustainability by implementing energy-efficient systems across all facilities, reducing our utilities expenses and overall carbon footprint. Our efforts included completing the installment of LED lighting in our parking lots and public areas, and installation of energy efficient windows at the hospital, which is already saving thousands per month in electricity. Additionally, our energy initiatives engage both staff and patients in recycling and conservation activities, further showcasing our dedication to the environment.

Looking Ahead

As we reflect on 2024, we are inspired by the resilience and compassion of our team and the trust of the communities we serve. We remain dedicated to innovation, excellence, and inclusivity as we continue to transform healthcare and improve lives.

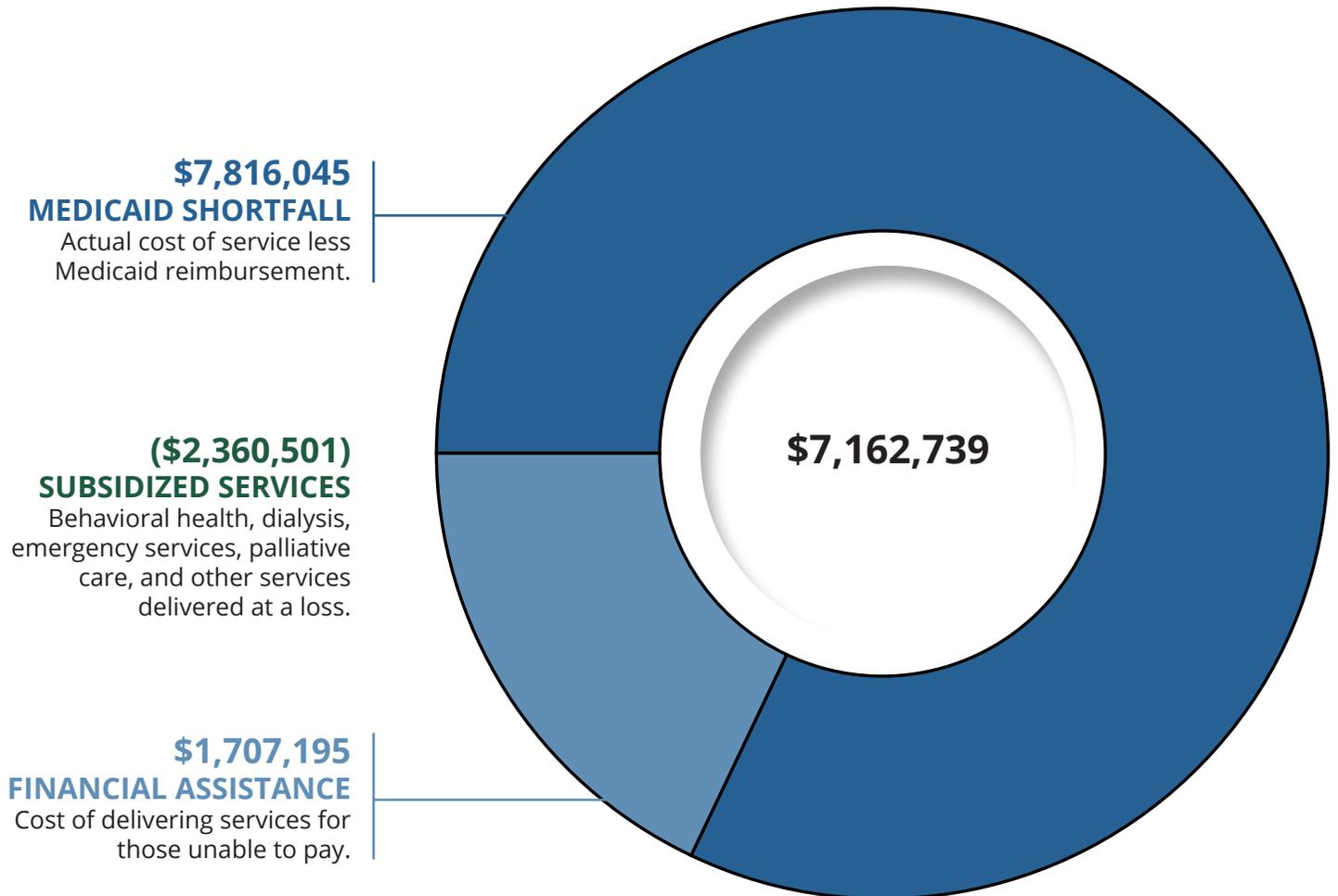
This year's progress was only possible because of the unwavering dedication of our employees and the support of our community. Together, we are building a brighter future in healthcare for the North Country. Thank you for being part of our journey!

Sincerely,

A handwritten signature in black ink, appearing to read "Michael D. Peterson".

Michael D. Peterson, FACHE
President & Chief Executive Officer
Androscoggin Valley Hospital

Androscoggin Valley Hospital FINANCIAL SUMMARY 2024



2024

The table to the right summarizes our total charges (payments made to us), as well as deductions and expenses for 2024. These figures are used to calculate the cost of caring for patients and the funds left over, which Androscoggin Valley Hospital can reinvest in future growth and services.

PAYMENTS FOR SERVICES PROVIDED	
Reimbursed charges for services provided.	\$84,825,292
TOTAL COSTS TO PROVIDE SERVICES:	
Salaries	\$28,645,568
Benefits	\$6,682,691
Supplies, insurance, utilities, etc.	\$47,772,959
Total cost to care for patients:	\$83,101,218
FUNDS AVAILABLE FOR NEW PROGRAMS, EQUIPMENT AND FACILITIES:	
Payments received, less cost to provide services.	\$1,724,074



Upper Connecticut Valley Hospital (UCVH) strives to improve the well-being of the rural communities we serve by promoting health and ensuring access to quality care. This Mission drives our commitment to providing high-quality care right where it is needed.

For over five decades, UCVH has been a cornerstone of healthcare for residents and visitors across 20 communities in Maine, New Hampshire, and Vermont. UCVH is dedicated to its Mission by offering comprehensive care 24/7, 365 days a year.

Whether you are a local who falls ill, or a visitor who needs urgent medical attention, UCVH is dedicated to providing comprehensive and high-quality care while also supporting a focus on community well-being and continuous improvement.

Services Provided by UCVH:

- **Hospital Services:** Emergency Medicine & Inpatient Care.
- **Medical Specialties:** Including Audiology, Cardiology, ENT / Allergy, General Surgery, Neurology, OB/GYN, Orthopaedics, Podiatry, Pulmonary Care, Sleep Medicine, and Urology.
- **Qualified Staff:** Board-certified physicians and advanced practice clinicians ensure the highest standard of care.
- **Modern Medical Facilities:** Advanced medical imaging (CT, MRI, Ultrasound, X-Ray), laboratory services, surgical services, endoscopy, rehabilitation, and infusion services.

Recognizing the ongoing challenge to providing high-quality care, UCVH in partnership with our NCH affiliate partner hospitals Weeks Medical Center and Androscoggin Valley Hospital, is committed to maintaining and growing access to primary care, specialty care and behavioral health services here in northern Coös County.

Success in 2024 is a testament to the dedication,

resilience, and compassion that define UCVH. Together, we made remarkable strides in enhancing patient care and fostering an environment of collaboration and innovation.

A few highlights from 2024 include:

- The successful launch of a new Hospital Medicine partnership with Hospital Medicine Solutions (HMS).
- The retention of Cardiology Services at UCVH with our new NCH partner, Concord Health Cardiology Services.
- An investment of \$1.1 Million in equipment and infrastructure.
- Improvements in emergency safety protocols ensuring that UCVH remains a state-of-the-art healthcare facility.
- Continued and strengthened partnerships with local organizations and educational institutions to support both health and community well-being.

As we look ahead to 2025, UCVH will continue to embrace our Mission with renewed purpose and energy.

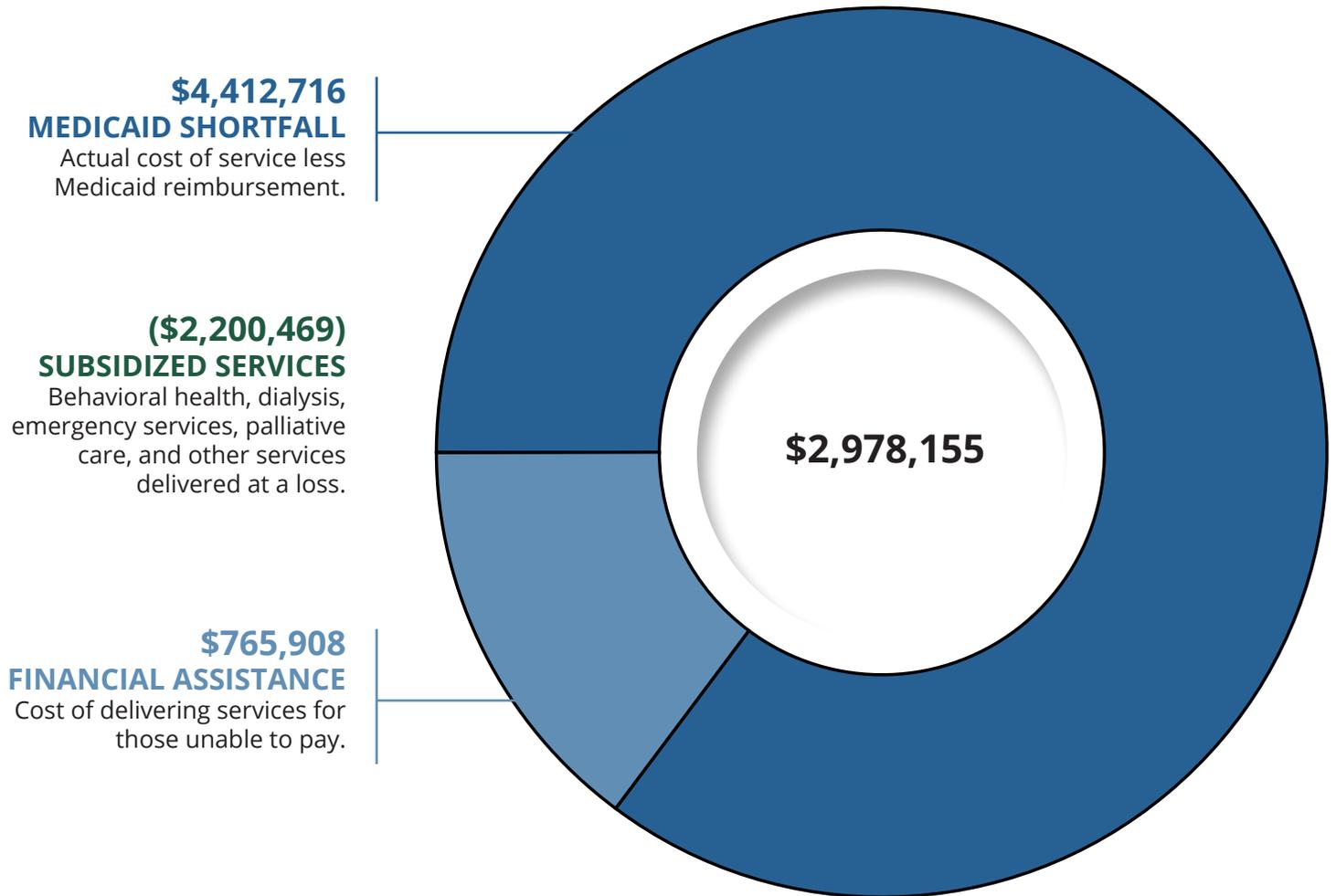
UCVH is proud to be your hospital.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Cook".

Greg Cook, FACHE
President & Chief Executive Officer
Upper Connecticut Valley Hospital

Upper Connecticut Valley Hospital FINANCIAL SUMMARY 2024



2024

The table to the right summarizes our total charges (payments made to us), as well as deductions and expenses for 2024.

These figures are used to calculate the cost of caring for patients and the funds left over, which Upper Connecticut Valley Hospital can reinvest in future growth and services.

PAYMENTS FOR SERVICES PROVIDED	
Reimbursed charges for services provided.	\$30,753,743
TOTAL COSTS TO PROVIDE SERVICES:	
Salaries	\$12,185,153
Benefits	\$2,408,470
Supplies, insurance, utilities, etc.	\$16,447,724
Total cost to care for patients:	\$31,041,347
FUNDS AVAILABLE FOR NEW PROGRAMS, EQUIPMENT AND FACILITIES:	
Payments received, less cost to provide services.	(\$287,604)

2024: Strengthening the Foundation for Long-Term Success

As Interim President and Chief Executive Officer, 2024 has been a year of renewal and strategic focus for Weeks Medical Center. Amid financial headwinds, we have made significant strides in stabilizing operations, improving financial performance, and fostering a culture of sustainability, all while delivering high-quality care to the communities we serve.



Financial Recovery and Operational Efficiency

Recognizing the challenges of today's healthcare landscape, we prioritized initiatives to improve financial health and operational efficiency. Key strategies included optimizing resource allocation, enhancing revenue cycle processes, and leveraging technology to reduce costs and improve patient outcomes. These efforts have laid a stronger foundation for financial stability and ensured we can continue investing in services that matter most to our patients.

The success of these measures is evident in our improved financial performance compared to the previous year. While there is still work to do, these achievements underscore the resilience and dedication of our teams in navigating a complex and ever-changing environment.

Recognition of Excellence and Community Engagement

Our achievements extend beyond operational improvements. Weeks Medical Center was honored with several awards this year, including recognition for members of our medical staff by *New Hampshire Magazine* as Top Doctors. These accolades reflect our ongoing commitment to excellence in patient care and professional

development.

Additionally, our Employer of Choice Committee continued to champion community engagement through charitable initiatives. Donations to local programs like The Gathering Place highlight our dedication to addressing social and emotional health needs, ensuring we remain a trusted partner in our region's well-being.

Looking To the Future

As we close the chapter on 2024, Weeks Medical Center is positioned for sustainable growth and success. By focusing on financial recovery, operational excellence, and community collaboration, we are building a robust foundation for the future. I am deeply grateful to our teams for their hard work, adaptability, and commitment to our Mission.

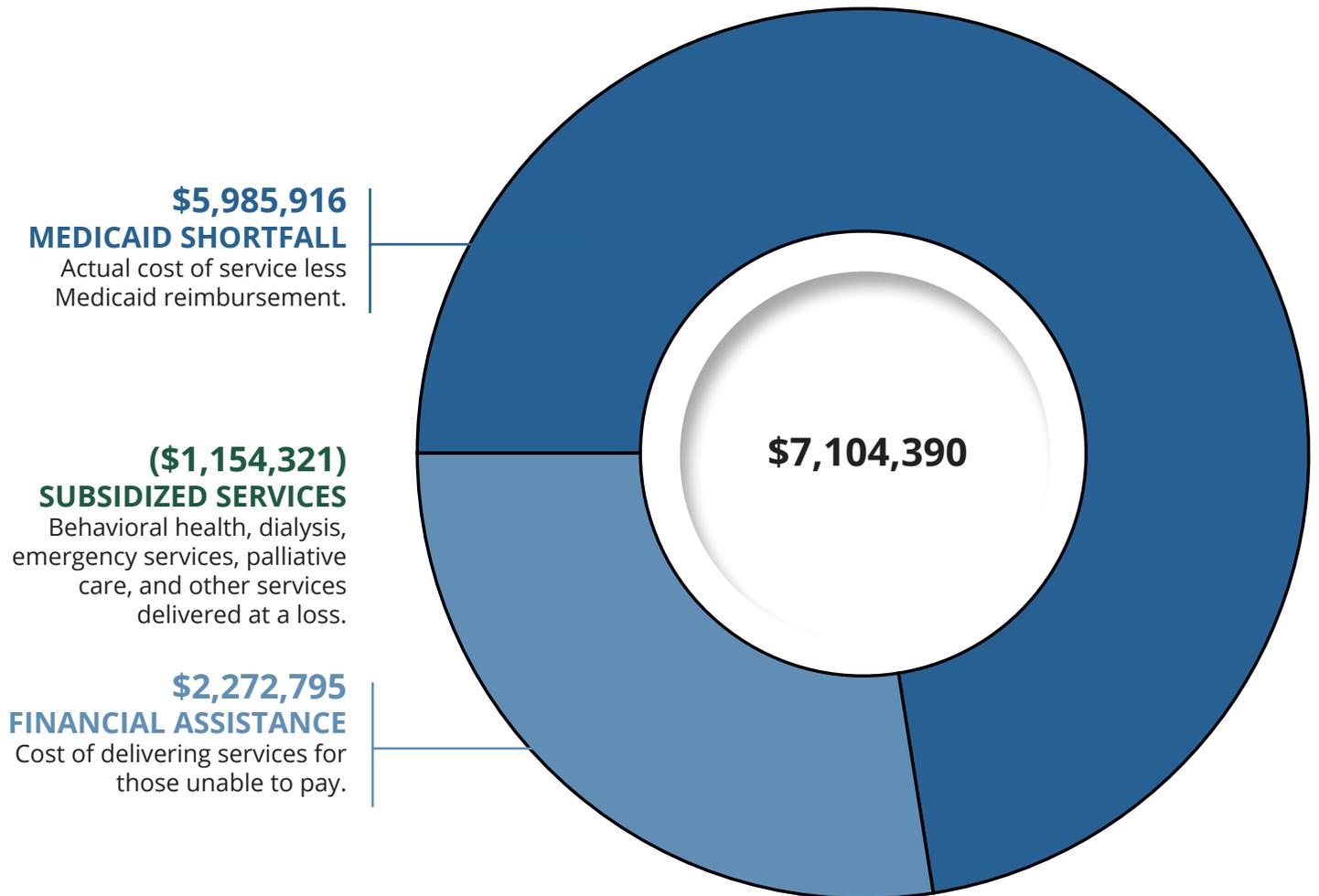
Together, we will continue to evolve, innovate, and provide the exceptional care our community deserves, ensuring a healthier future for northern New Hampshire.

Sincerely,

A handwritten signature in black ink, appearing to read "Matthew Streeter". The signature is stylized and fluid.

Matthew Streeter, MBA, FACHE, FHFMA
Interim President, Weeks Medical Center &
Chief Financial Officer, North Country Healthcare

Weeks Medical Center FINANCIAL SUMMARY 2024



2024

The table to the right summarizes our total charges (payments made to us), as well as deductions and expenses for 2024.

These figures are used to calculate the cost of caring for patients and the funds left over, which Weeks Medical Center can reinvest in future growth and services.

PAYMENTS FOR SERVICES PROVIDED	
Reimbursed charges for services provided.	\$77,807,469
TOTAL COSTS TO PROVIDE SERVICES:	
Salaries	\$32,553,682
Benefits	\$7,483,980
Supplies, insurance, utilities, etc.	\$45,613,038
Total cost to care for patients:	\$85,650,700
FUNDS AVAILABLE FOR NEW PROGRAMS, EQUIPMENT AND FACILITIES:	
Payments received, less cost to provide services.	(\$7,843,231)

North Country Home Health & Hospice Agency: 2024 Year in Review

North Country Home Health & Hospice Agency (NCHHHA) concluded 2024 with a strong sense of pride, celebrating significant achievements that were driven by the unwavering dedication of our exceptional staff. At the conclusion of the fiscal year, the Agency experienced a leadership transition as a result of reorganization within North Country Healthcare (NCH). Tiffany Haynes, previous President and Chief Executive Officer (CEO) of NCHHHA, stepped into a new role as NCH Chief Nursing Officer and I transitioned into the role of Interim President & CEO. I am eager to share our reflections on the past year.

Journey to High-Reliability

In 2024, NCHHHA continued along the ambitious journey toward high reliability by training and certifying 100% of employees in Lean Six Sigma principles. This initiative is designed to ensure the consistent delivery of safe, effective, and efficient care. High reliability is not just about providing quality care; it's establishing a culture and processes that actively reduce errors and harm.

Patient Experience and Referral Partnerships

This year the Agency operationalized the Clinical Liaison Program. This program is designed to enhance our referral source partnerships and facilitate seamless transitions of care, aligning with our Mission: "We improve lives by caring for patients and families as they navigate their healthcare journey at home." Our Clinical Liaison had an impressive 944 face-to-face visits.

Home Medical Supply Store Retail Sales

The Hospice Program successfully transitioned all hospice Durable Medical Equipment (DME) needs to the Home Medical Supply store in Littleton. With the great work of the team, we met patient needs within 24-hours of admission to the Hospice Program. Additionally, the store opened for retail sales, reinforcing our commitment to ensuring the community has access to essential home medical supplies and DME in the North Country.

Clinical Ladder Program

Thanks to a strategic grant, we proudly launched our first-ever Clinical Ladder Program, tailored specifically for Licensed Nursing Assistants (LNAs). We recognize that LNAs are integral to our care team, and this program equips them with specialized training to enhance their skills within their scope of practice. One hundred percent of the LNAs at NCHHHA enrolled and



advanced in the clinical ladder program.

State Survey Success

In October, we welcomed the state surveyors for our Hospice survey that occurs every three years. I am proud to announce that the state surveyors did not find any deficiencies within our program, which is a remarkable outcome.

Community Engagement and Events

Community engagement is a fundamental pillar of our Mission, and in 2024, we made meaningful strides in this area. We hosted several impactful events, including:

Annual Gala: Held in December, this festive event continues to captivate our local community, celebrating our shared spirit of generosity.

Butterfly Releases: This year, we expanded this heartfelt event to Lincoln and Colebrook, where we released over 500 butterflies in memory of loved ones.

Volunteer Contributions: Our volunteers are indispensable to our organization. A notable service is the creation of Memory Bears, lovingly crafted from the clothing of those who have passed. These bears provide comfort and joy to grieving families.

Goals for 2025: Looking forward, we are resolute in our goals to advance high reliability, enhance patient experience, and foster employee engagement.

Gratitude and Vision: As we reflect on the achievements of 2024 and look ahead to 2025, we express our deep gratitude for our dedicated staff, volunteers, Board of Directors, and community members. Your unwavering support empowers us to meet our objectives. Together, we will continue to provide care for our community in the place they cherish most: home.

Respectfully,

A handwritten signature in black ink that reads "Jessica Foster-Hebert". The signature is written in a cursive, flowing style.

Jessica Foster-Hebert, RN, CHHCM, CHCM
Interim President & CEO
North Country Home Health & Hospice Agency

North Country Home Health & Hospice Agency FINANCIAL SUMMARY 2024

2024

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PAYMENTS FOR SERVICES PROVIDED

Reimbursed charges for services provided.	\$11,518,894
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TOTAL COSTS TO PROVIDE SERVICES:

Salaries	\$6,204,705
Benefits	\$1,751,335
Supplies, insurance, utilities, etc.	\$3,421,131

Total cost to care for patients:	\$11,377,171
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FUNDS AVAILABLE FOR NEW PROGRAMS, EQUIPMENT AND FACILITIES:

Payments received, less cost to provide services.	\$141,723
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northcountryhealth.org

North Country Healthcare • 8 Clover Lane, Whitefield, NH 03598 • Phone: 603.389.2205