A MESSAGE FROM OUR LEADERSHIP

2019 was an exciting year here at Memorial Hospital. We introduced many new members of our senior leadership team, medical staff leadership, board members, providers and team members, while launching many new initiatives.

New Leadership Team — In 2019, we were fortunate to welcome new HR, practice operations, nursing and CMO leaders. They joined strong leaders in finance and information technology, positioning us for success in the future. This new team has already made an impact accomplishing several key initiatives and will play a key role in achieving our 2020 strategic goals.

New Board Members — Our trustees do so much for our organization, guiding our strategic direction and volunteering countless hours to help position our community hospital for success. We thank those board members who completed their terms in 2019 and look forward to the contributions of our new and continuing trustees.

New Medical Staff Leadership — We welcomed new Medical Staff President Mary Vigeant, NP and Vice President Victor Lazaron, MD. Together with the Medical Staff Executive Officers, they will complement our team as we continue to expand our services for the enrichment of our community.

New Medical Staff — We welcomed dozens of new providers in 2019, with specialties ranging from orthopedics to emergency medicine to primary care. Increasing access and providing a wide range of primary and specialty care close to home remains our goal.

New Initiatives — In 2019 and on to 2020, we are moving forward with efforts to optimize our Primary Care and Specialty practices as well as optimizing our surgical services. This includes a major renovation of what will become the new Orthopedic and Physical Therapy Building.

New MaineHealth Resources — As the New Hampshire hospital of MaineHealth, we have seen great support and teamwork by one of the best healthcare systems in New England. Among many positives, being part of this system has enabled Memorial to implement a new electronic medical record system across the entire hospital and increase access to key specialties including cardiology and oncology.

We are honored to lead this outstanding institution. We expect 2020 to see many new developments and achievements by our Team that will benefit our patients and our community.
The MaineHealth system reaches more than 1.1 million residents in central, southern and western Maine and eastern New Hampshire. MaineHealth organizations include Coastal Healthcare Alliance (Pen Bay Medical Center and Waldo County General Hospital), Franklin Community Health Network, LincolnHealth, Maine Behavioral Healthcare, Maine Medical Center, MaineHealth Care at Home, Memorial Hospital, Mid Coast-Parkview Health, NorDx, Southern Maine Health Care and Western Maine Health; the MaineHealth Accountable Care Organization is also part of the MaineHealth family. Affiliates of MaineHealth include MaineGeneral Health, New England Rehabilitation Hospital of Portland and St. Mary’s Health System.
MAINEHEALTH SHARED VALUES

Whenever and wherever you interact with us, you can expect our team members to embody the following values in action:

Patient Centered: We focus on each individual’s unique needs, and partner with the people we care for, as well as their families and care teams, to develop a shared plan.

Respect: We embrace diversity and recognize the value of each person.

Integrity: We practice the highest ethical standards by doing the right thing at the right time for the right reason.

Excellence: We set high standards and always strive to exceed expectations.

Ownership: We take responsibility for our actions, follow through on our commitments and approach challenges with optimism.

Innovation: We welcome diverse perspectives, embrace change and are committed to lifelong learning.

OUR MISSION

Memorial Hospital is committed to meeting the health needs of our communities by serving with our community partners in the provision of accessible, comprehensive, compassionate and quality healthcare.

OUR VISION

Memorial Hospital will be Mt. Washington Valley’s most trusted resource for high quality healthcare services, working with others so our community is the healthiest in America.

Be a role model. Take responsibility. Set high standards. Act with kindness and compassion.

2019 MEMORIAL HOSPITAL EXCELLENCE AWARD WINNERS

Every year, Memorial Hospital recognizes its employees who go above and beyond and demonstrate our shared values. These peer to peer awards are presented at our Annual Award Dinner, featuring a fun theme each year. 2019’s theme was the Roaring 20’s. Congratulations to all who received these honors!

Employee of the Year
Diane Shore
Mail Clerk, Materials Management
Leader of the Year
Lori Farrington
Manager, Environmental Services
Provider of the Year
Charisse Hirschfeld, APRN-FNP
Emergency Medicine/Walk In Care Center
Patient Center Champion
Troy Turcotte
Security Officer
Spirit of Excellence
April Wagner
Pharmacy Technician, Pharmacy
Spirit of Respect
Jose Bank
Computed Tomography Technologist, Imaging
Spirit of Integrity
Devin Copsey
Registered Nurse and Nursing Coordinator, Med Surg
Spirit of Ownership
Martha Jackson
Registered Nurse, ICU

Spirit of Innovation
Jennifer Bartsis
Scheduling Coordinator, Imaging
One Beat Engagement Award
Emily Medley
Superintendent, Clinical Practices
Team of the Year
Oncology & Infusion Services
Other Accolades
Many of our staff were also recognized in The Conway Daily Sun’s Best of Mt. Washington Valley Reader Awards!
Best Doctor
Rachel Hamilton, DO - 1st Place
Angus Badger, MD - 2nd Place
Best Nurse Practitioner
Charisse Hirschfeld, APRN-FNP - 1st Place
Leona Cloutier, APRN - 2nd Place
Valerie Lozier, APRN-FNP - 3rd Place
Best Nurse
Karen Estey, RN - 1st Place
Best Medical Assistant
Alana Isley, Medical Assistant - 1st Place
Michelle Grant, Certified Medical Assistant - 3rd Place
MAINEHEALTH
PATIENT CONNECTIONS

Imagine a place where people are always there for one another. And where a network of hospitals, healthcare providers and specialists is built with your needs at the very center. At MaineHealth, that’s exactly what we did. Compassionate care. Coordinated care. Through MaineHealth, you are connected to better. MaineHealth is saving and improving lives. We offer top-quality, state-of-the-art care to the residents of Maine and the Mt. Washington Valley by leveraging a provider and facility network that is connected throughout the region for the best possible outcomes.

EDWARD OETJENGERDES

When Edward Oetjengerdes retired and returned to the Conway, NH area to make it his permanent home, he was pleased to see how much Memorial Hospital had grown in their breadth of services as part of the MaineHealth system. Edward has sleep apnea and has used a CPAP mask to regulate his oxygen levels during the night for many years. Because his condition requires maintenance and monitoring as his needs change, he was glad to have services close to home to help him manage his care.

An active person who loves the outdoors, Edward struggled with sleep for many years. Before being fitted with the mask he had an extremely difficult time getting a full night’s rest. “I could wake the neighbors with my snoring, and I was very tired during the day, which made participating in physical activities almost impossible.” Today, telehealth technology enables Edward to “see” his provider Carri Kivela, APRN-FNP at Maine Medical Center in Portland from a patient room right at Memorial Hospital in North Conway by using the internet to connect. Coupled with the availability of centralized records and MyChart to access his patient profile, the management of his health is a breeze.

“This service is a first for me, and it’s been intriguing to receive care this way. I’ve enjoyed the process,” said Edward. He’s actively enjoying his retirement in the Northeast, taking advantage of the great outdoors to enjoy a variety of sports like cross country skiing and hiking. “I think it’s great, said Edward. “I was very sedentary living in Florida and I appreciate my new home and the energy I have very much.”

“...This service is a first for me, and it’s been intriguing to receive care this way. I’ve enjoyed the process.” — Edward Oetjengerdes
NANCY DICKINSON

Nancy Dickinson has struggled with her weight for most of her adult life. Today, she is newly equipped to continue her positive progress with the combined help of her local care team at Memorial Hospital and MaineHealth.

Carrying more weight than she wanted was causing a variety of health challenges for Nancy, including fatigue and chronic pain, extreme varicose veins, and at one point, an undetected hernia. As she prepared for a hip replacement in 2017, her orthopedic provider Dr. Doug Taylor suggested that her recovery would be easier and more successful at a reduced weight. Nancy accepted the challenge and started her diet while in the hospital after her orthopedic surgery and continued it through the weeks of post-surgical recovery.

While working with her nutritionist Brenda McKay through her primary care provider Dr. M. Angus Badger, it was determined that Nancy was pre-diabetic and that an even more aggressive weight and blood sugar level program was required to prevent an irreversible diabetes diagnosis. A newly formed class offered by the National Diabetes Prevention Program was being offered through the Community Health Program at Memorial Hospital and Nancy was encouraged to enroll. Cost was a barrier, however.

Through scholarship assistance from the Prevention and Wellness Program, administered through the MaineHealth Center for Health Improvement and Memorial Hospital’s Miranda Fund, Nancy was able to enroll in the program free of charge and begin taking immediate action to adopt healthy lifestyle choices. “Nancy is a complete joy to work with!” said Heather Phillips, Community Health Program Manager at Memorial Hospital, “This program has empowered Nancy to make huge changes in her life — she has inspired us as well as we watch her succeed.”

A few months into the program, Nancy was just a few pounds away from her ‘goal’ weight and feeling great. “I’ve created a journaling system to manage my diet and monitor my progress, said Nancy, “it’s been a fun trip!” She continues to eat well and walks regularly with new found ease. She is winning at her health challenges and has renewed energy to keep things running smoothly at the Kenneth A. Brett School in nearby Tamworth, NH where she is a secretary.

“...This program has empowered Nancy to make huge changes in her life — she has inspired us as well as we watch her succeed.”

— Heather Phillips
Community Health Program Manager at Memorial Hospital
BRINGING COMMUNITY TOGETHER TO ADDRESS OPIOID ADDICTION

As the opioid crisis continues to take lives, Memorial Hospital was part of a MaineHealth effort in 2019 to facilitate community dialogue through a free film showing of the Netflix original documentary, “Recovery Boys.”

The film chronicles the journey of four young men attempting to rebuild their lives after years of drug misuse. The film was followed by a panel discussion and community forum that invited viewpoints from providers, local law enforcement, community leaders and a patient in recovery.

The event had a strong turnout and was moderated by Amy Coveno, WMUR news anchor and host of that station’s State of Addiction series. Guest panelists included Lorinda MacDonald, APRN-PMHNP, Behavioral Health Director at Memorial Hospital; Conway Police Department Lieutenant Christopher Mattei; Janice Spinney, Director of MWV Supports Recovery; and Joey Rodriguez, a local recovery coach.

“We were grateful for the opportunity to show the film and have a discussion with our community,” stated Sue Ruka, Director of Population Health at Memorial Hospital. “We see the impact of substance use disorder on a routine basis. In the past two years working with our community partners we have made progress in addressing this health crisis — however it remains a complex and multifaceted problem. The film and discussion helps ‘humanize’ the struggles and yet provides hope that recovery is possible with support and management programs.”

NEW NURSE PRACTITIONERS AND CARE TEAMS ENHANCE CARE AND ACCESS

Memorial Hospital welcomed two new nurse practitioners to its Mount Washington Valley Rural Health Center in 2019, with a goal to enhance care and improve access for patients.

Family Nurse Practitioners Katie Villarevia and Jessica Lamontagne are part of care teams which pair doctors with advanced practice professionals. Katie is a member of a care team working closely with Dr. Craig Smith, and Jessica with Dr. Ray Rabideau. The care team model facilitates close collaboration between providers and other clinicians to provide coordinated care and greater access for patients.

Villarevia would like patients to understand that they will still see their doctor in addition to others within the care team, all with a goal to open up access to appointments and improve quality of care.

She stated, “I do think that with this new care model and having medical providers sharing a panel of patients and working closely together will increase access to care.”

The care team model is a proven way to deliver better care and more coordinated care in a complex healthcare system. A patient’s care is still overseen by a provider, a doctor or advance practice professional. However, a team is assembled to jointly ensure all aspects of care are in place.

SUE RUKA, AMY COVENO, JOEY RODRIGUEZ, JANICE SPINNEY

DR. CRAIG SMITH AND KATIE VILLAREVIA

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The care team model is a proven way to deliver better care and more coordinated care in a complex healthcare system. A patient’s care is still overseen by a provider, a doctor or advance practice professional. However, a team is assembled to jointly ensure all aspects of care are in place.
What really keeps me here are the people. I really love giving my patients the highest possible quality of 21st century care while getting to know them.

— Christopher FitzMorris

Memorial Hospital Population Health staff awarded prizes and certificates to staff and community members who participated in its 100 Days of Wellness Challenge. Evidence shows that exercise and mindfulness make a significant difference in the overall wellness of individuals.

The 100 Days of Wellness Challenge was designed to encourage activity and exercise for all ages, through accountability and community.

The challenge was developed by Memorial Hospital Let’s Go! Small Steps Initiative to coincide with the Gibson Center for Senior Services’ Age-Friendly Action Plan. Participants who enrolled and regularly documented their activities, diet and healthy habits were entered to win prizes in various population categories.

“There are many active people in the Mt. Washington Valley who run, hike, climb and participate in other athletic pursuits, but not everyone is as active as others. This challenge provided suggestions of local activities, such as walking trails, to encourage use of community resources,” said Heather Phillips, Memorial’s Population Health Coordinator. “The challenge will be an annual event, and next year we plan to include more group activities, so participants can buddy up if they prefer to work out in a group.”

Over 100 people registered and there were 50 participants who continued their wellness initiatives throughout the challenge period. Participants expressed that the challenge made them become more mindful of habits, helped them to achieve their personal goals and ultimately, resulted in them feeling better.
MEMORIAL VOLUNTEERS MARK 50TH ANNIVERSARY

2019 was the year that our Volunteers Association celebrated their 50th year of providing invaluable services to the hospital, our patients and our community.

This year, 69 volunteers served 5,300 hours in many departments, including Merriman House, Surgical Services, Purchasing, Primary Care, the Mount Washington Valley Adult Day Center and many others.

They also operate the Suncatcher Gift Shop, whose proceeds go towards the programs and services of Memorial Hospital. Over $35,000 in sales resulted in donations that supported purchasing a new fish tank and accessories for the Merriman House, a Continuous Passive Motion Machine for Rehab Services, a Community Drug Disposal Drop Box for the Pharmacy and $6,000 in Scholarships.

At our annual volunteer Award Recognition Luncheon on May 8, Janet Anthony (Gift Shop), Clara Broglio (Gift Shop), and Fay McLeod (Oncology) were honored for volunteering for a cumulative 4,700 hours of service. The annual Shining Star award was presented to volunteer Barbara Butler. Each week Barbara brings a smile to patients, their families and friends, and staff when she greets them at the Main Entrance, or in the Gift Shop.

INTRODUCING THE MOUNT WASHINGTON VALLEY ADULT DAY CENTER

On Friday, September 13, 2019, Memorial Hospital and the Betty C. Ketchum Foundation opened the 14,000 square foot Mount Washington Valley Adult Day Center, serving those with memory loss and cognitive and physical limitations. Already helping dozens of community members and their caregivers, the Center provides an array of memory-care services including structured activities, health monitoring, art and music therapy, socialization and assistance with personal care and bathing.

Caregiver support is part of their cause. Every Tuesday afternoon, husbands, wives and partners gather with the Center’s Director Sue Ruks, RN, PhD, to identify resources and coping strategies for the rigors of caring for a loved one with dementia.

The building is located off Route 302 in Center Conway. The center creates a homelike experience in a safe environment. It includes an enclosed outdoor garden, a great room for group activities and socialization, library, solarium and many small areas for less stimulating environments.

The Center recently received funding to create a dementia friendly community resource center from the Tufts Momentum Fund.
2019 BY THE NUMBERS

- **3,488** Inpatient Days
- **48,491** Outpatient Visits
- **58,077** Physician Practice Visits
- **11,907** Emergency Department Visits
- **209** Births
- **14,620** Nursing Home Patient Days

**STATEMENT OF OPERATIONS**

**FOR THE YEAR ENDED SEPTEMBER 30, 2019**

**OPERATING REVENUE**

- Gross Patient Revenue .......................................................... $129,258,179
- Deductions from Revenue ................................................... $(54,359,686)
- Other Operating Revenue .................................................. 2,994,608
- Operating Revenue ................................................................. $77,893,101

**OPERATING EXPENSE**

- Salaries and Wages ................................................................. $30,594,065
- Supplies and Other ................................................................. 33,740,481
- Employee Benefits ................................................................. 7,692,909
- Depreciation and Amortization ............................................. 4,815,931
- Interest .................................................................................. 886,922
- Total Operating Expenses .................................................... $77,730,308
- Operating Gain ....................................................................... $162,793
- Non-Operating Gain ............................................................... 286,645
- Revenue Over Expense ......................................................... $449,438

**UNCOMPENSATED CARE — FY 2019**

- Charity Care ........................................................................... $1,147,284
- Bad Debt ................................................................................ 6,582,154
- Total Uncompensated Care .................................................... $7,729,438

**OPERATING EXPENSES**

- 39% SALARIES & WAGES
- 10% BENEFITS
- 7% DEPRECIATION & INTEREST
- 44% SUPPLIES & OTHER

**NET REVENUE BY PAYOR**

- 39% MEDICARE
- 20% COMMERCIAL & OTHER
- 16% MEDICAID
- 15% ANTHEM
- 10% SELF PAY
MEMORIAL HOSPITAL FOUNDATION

MEMORIAL HOSPITAL FOUNDATION MISSION STATEMENT

Memorial Hospital Foundation supports Memorial Hospital in its commitment to meet the health needs of the Mt. Washington Valley and surrounding communities by serving with our community partners in the provision of accessible, comprehensive, compassionate and quality healthcare. When you give to Memorial Hospital, you are supporting strong, local healthcare — both today and in the future.

HEALTHCARE STUDENTS AWARDED SCHOLARSHIPS

Students studying pre-med, mental health, biomedical engineering & science, healthcare administration, nursing, and physical therapy were the recipients of scholarships from Memorial Hospital’s annual scholarship fund. This includes the Memorial Hospital Scholarship; the Memorial Hospital Volunteers Scholarship Program; Memorial Hospital Volunteers Healthcare Studies Scholarship; and the Visiting Nurse Home Care and Hospice of Carroll County (VNHCH) Kathleen Sheehan Memorial Award. The hospital’s scholarship awards are designed to support students in our community pursuing careers in health-related fields.

2019 scholarships were presented by Memorial Hospital Board Members at a May 23 awards ceremony. This year’s Memorial Hospital Scholarships were awarded to Heather Phillips of Conway, NH; Paige Lautenschlager of Silver Lake, NH; Elizabeth Hockmuth of Conway, NH; and Jordanna Belle-Isle of Center Conway, NH.

Applicants for the Kathleen Sheehan Memorial Award must be currently enrolled in college studying nursing. Presented by Visiting Nurse Home Care & Hospice of Carroll County, the scholarship was awarded to Stephen Michael Jones of Freedom, NH.

Memorial Hospital Volunteers gave scholarship awards as well. They were awarded to Janelle Wilson of Center Conway, NH; Faye Taylor of Brownfield, ME; Kristina LeBlanc of Fryeburg, ME; Jodi Witt of Conway, NH; and Alexa Gutowski of Conway, NH.

The Memorial Hospital Volunteer Healthcare Studies Scholarship is awarded to a Kennett High School graduating senior pursuing healthcare studies. This year’s recipient was Noah Geary of North Conway, NH.

39TH ANNUAL MEMORIAL HOSPITAL OPEN GOLF TOURNAMENT

Hundreds of supporters congregated at the North Conway Country Club on Thursday, July 18, 2019, to help raise much needed dollars for their community hospital. 2019 marked the 39th year of the venerable event.

This year, the tournament raised $40,000 for behavioral health patients in our Emergency Department. Due to the increasing number of behavioral health patients seeking treatment in our Emergency Department (ED), we have an immediate need to expand services. The ED is always the point of entry for those in crisis seeking psychiatric care. The lack of available space in psychiatric hospitals, means patients in our ED can wait for days or weeks for a bed. This situation also delays care for other community members seeking urgent treatment in the ED.

Our mission is to provide the highest level of care for all patients who enter the ED, whether they are in need of medical care or in a psychiatric crisis. The proceeds of this year’s tournament will be the beginning of a community-based effort to support the needs of this vulnerable population.
GRANTS SUPPORT BABIES, FAMILIES AND COMMUNITY

Memorial Hospital was fortunate to receive support from a number of Foundations and Charitable Trusts in 2019. One common cause in 2019 was support for mothers and babies.

A New Life, our prenatal substance misuse support program for mothers-to-be and their babies received funding for community outreach, transportation and education, including staffing for our nurse midwives, from the New Hampshire Charitable Foundation.

Our Family Birthing Center recently upgraded its perinatal monitors, an expensive but life-saving technology. We were honored that several foundations saw fit to support this investment in our future.

Additional funding for Memorial’s A New Life program was received from Thomas D. Shaffner Charitable Foundation.

TO OUR FUNDERS

THESE FUNDS AND FOUNDATIONS SUPPORTED A VARIETY OF CAUSES AT MEMORIAL HOSPITAL, FOR ALL AGES FROM BIRTH TO NURSING HOME CARE.

Annie Taber Fund (NHCF)
Ann De Nicola Trust (Citizens Wealth Management)
Cogswell Benevolent Trust
Eagle’s Rest Fund (NHCF)
Granite United Way
Green Granite Foundation Fund (NHCF)
McAdams Charitable Foundation
Meredith Village Savings Bank
New Hampshire Charitable Foundation (NHCF)
Thomas D. Shaffner Charitable Foundation
Richard A. and Beverly G. Ware Trust (NHCF)

THANK YOU FOR YOUR SUPPORT
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