The Rhoda C. Ladd Award "For Service to Community Health Care" is given annually to an individual who unselfishly gives of him or herself to improve our community's healthcare system. The Sally Proctor Award is presented on the basis of the same criteria, but in the spirit of tradition, is given to an individual who has made his or her contributions primarily in the Franklin service area.

Rhoda and Sally each saw the importance of healthcare in our communities and we pay tribute to them by annually honoring individuals who share in this passion.

Kevin LaChapelle and Ken Erickson, now retired, were outstanding public servants and continue to be community champions.
The letter below was written well before the current COVID-19 pandemic and our subsequent actions to keep the organization afloat during a great crisis. Rather than redo the letter however, we decided to publish it as it was first written recognizing the intent of the Annual Report is to summarize the previous year. Without a doubt, next year’s Annual Report will chronicle our efforts to both respond to the crisis and to keep our doors open. Despite the uncertainties of both at the moment, we are confident we will have a positive story to tell.

A mission statement summarizes why an organization exists. The mission of LRGHealthcare is to provide quality, compassionate care and to strengthen the well-being of our community, with the community being defined as the greater Lakes and Three Rivers region. Our mission statement identifies the goals we seek to achieve each and every day. And, as we step back and look at the totality of the year 2019, we see that we’ve accomplished that worthy and laudable mission in many meaningful ways.

First, consider examples of the quality component of our mission. 2019 saw LRGHealthcare once again receive recognition from its accrediting body, DNV-GL, as a high-performing ISO-9001 quality certified healthcare provider. That survey, completed in July 2019, commended our organization for major enhancements in care processes and identified the fewest opportunities for improvement since we began the ISO-9001 journey almost five years ago. In addition, 2019 saw LRGHealthcare create a vital new role within the organization: our first ever Patient Safety Officer. This full-time position has one goal, to ensure that everything we do meets the highest quality and best-practice standards available in healthcare. In turn, that Patient Safety Officer has implemented numerous programs improving quality outcomes including a sizable reduction in readmissions and recognition for employees through the Good Catch Program, where employees are recognized for excellence in real-time quality behavior and effort.

Next, consider examples of the compassion element of the mission. 2019 saw LRGHealthcare chosen by the Governor as one of only nine Hubs for the new Doorway program focused on changing how New Hampshire helps people with an opioid use disorder (OUD) or other substance use disorders (SUD). Our Doorway location provides a single point of entry for people seeking help for substance use, in the form of treatment, support, and resources. It also provides assistance and guidance for family members and friends of those struggling with the disease of addiction. Rather than judge those with OUD or SUD, we wrap our arms around them with the help they need, at the very moment it’s most needed.

Finally, consider examples of the well-being piece of the mission and what that really means. Well-being is generally defined as having the attributes of happiness, health and prosperity. LRGHealthcare provides all of this and more to our community. Clearly health is provided by numerous programs, from primary care access in one of our 10 primary care practices to more acute, specialized services such as bariatric surgery or the Intensive Care Unit at Lakes Region General Hospital. And with improved health, one can truly achieve happiness and prosperity in their lives. Yes, there are some who have greater health than others. But our efforts to improve every patient’s health, enhances each individual’s relative happiness and prosperity.

So, while people talk a lot these days about financial performance, potential partnerships and sustainability, remember why we exist: to provide quality, compassionate care and to strengthen the well-being of our community. We did that proudly every day in 2019.

Sincerely,

Cindy P. Baron, Chair
LRGHealthcare Board of Trustees

Kevin W. Donovan
LRGHealthcare President & Chief Executive Officer
LEADERSHIP

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Trustee

Stuart Trachy
Trustee

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RN, DNP, CNOR
Chief Nursing Officer

Cass Walker
Chief Human
Resources Officer

Marge Kerns
Vice President of
Clinical Services
Looking back on 2019, I feel a sense of satisfaction despite a number of challenges.

The hospital had to make difficult choices to sustain its existence. The medical staff remained unified and continued to advocate for patient care and safety. We remained very engaged and focused keeping the community at the heart of every discussion.

We were successful in recruiting a variety of providers to improve access to outpatient specialties in 2019. Additionally, we renovated our emergency department with private rooms where patient’s health and privacy is our top priority.

Our ongoing financial challenges will continue to require that we focus on staying united and supporting our hospital administration in finding an appropriate partner. A successful partnership will allow us to consolidate our efforts and gain scale to keep serving our community.

My second year as the President of the Medical Staff was full of challenges, but I am blessed to be working with such dedicated medical staff who remain committed in providing the best healthcare to our community.

While it will not be easy, I look forward to what lies ahead and facing these challenges together to solidify the future of LRGHealthcare.

Many thanks are in order to the LRGHealthcare Medical Staff, Employees, Leadership and Board of Trustees for working together to keep moving this hospital into a better place with continued focus on our mission of care, compassion and community in.

We would not be able to be here without everyone's time and dedication. For that, I thank you.
Sincerely,

Vercin Ephrem, MD
President of Medical Staff
Creating a Culture of Health

Why Community Benefit Matters

From our people to our programs, LRGHealthcare is committed to making a difference in the communities we serve. Improving the health and well-being of individuals is at the heart of everything we do, and our commitment goes far beyond our walls.

Community benefit is comprised of programs and services which meet essential healthcare needs; improve the health and quality of life of the people we serve and addresses the healthcare needs of the most at-risk and underserved populations.

How Needs Are Identified

The LRGHealthcare service area includes 26 cities and towns in central New Hampshire with a resident population of more than 98,000 people. LRGHealthcare regularly engages with the community to assess and respond to needs. In 2017, we conducted a community health needs assessment survey to identify community health priorities and opportunities for community health improvement. The results of this survey, in conjunction with health statistics and focus group feedback, are the foundation for the development of the LRGHealthcare Community Health Improvement Plan. In 2020, we will again assess community needs through community focus groups, key informant interviews and survey data.
What We Provide to the Community

Access to primary and family healthcare as well as concern about substance misuse are consistently top health concerns for the communities LRGHealthcare serves. LRGHealthcare provides subsidy to programs and services to ensure access to quality healthcare, and we partner with a wide range of community organizations to support this work. In addition, we work hand in hand with community partners to address substance misuse prevention, treatment and recovery.

A small sampling of the services we support:

<table>
<thead>
<tr>
<th>PRIMARY CARE</th>
<th>NUTRITION AND PHYSICAL ACTIVITY PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUBSTANCE MISUSE PREVENTION, TREATMENT, AND COUNSELING SERVICE</td>
<td>BREASTFEEDING EDUCATION AND SUPPORT</td>
</tr>
<tr>
<td>CARE COORDINATION</td>
<td>HEALTH PROFESSIONS TRAINING SITE</td>
</tr>
<tr>
<td>MENTAL HEALTH/PSYCHIATRIC SERVICES</td>
<td>EMERGENCY PREPAREDNESS COORDINATION</td>
</tr>
<tr>
<td>FINANCIAL COUNSELING AND INSURANCE ENROLLMENT ASSISTANCE</td>
<td>ACCESS TO NEEDED MEDICATIONS</td>
</tr>
</tbody>
</table>

What We Provide To The Community:

- Subsidized Health Services: $1,114,704
- Charity Care: $880,732
- Govt-Sponsored Healthcare: $33,260,264
- Health Professions Education: $276,166
- Community Health Services: $137,868
- Financial and In-Kind Contributions: $10,860

New PROVIDERS 2019

LRGHealthcare continues to expand its network of providers and services to meet the healthcare needs of the community. Please join us in welcoming the following new providers who joined the LRGHealthcare family in 2019.

- Yaroslav Basyuk • Orthopaedics
  Advanced Orthopaedic Specialists
- Jonathan Beach • Emergency Medicine
  LRGHealthcare Emergency Services
- Stephen Borgursky • Anesthesia
  Lakes Region Anesthesiology
- Dana Borgeson • Medical Imaging
  Lakes Region Radiology, PA
- Christopher Burns • Psychiatry
  Lakes Region Mental Health Center
- Allen Carignan • Anesthesia
  Interventional Spine Medicine
- Joshua Cascadden • Emergency Medicine
  LRGHealthcare Emergency Services
- Heather Grenon • Family Practice
  Hillside Family Medicine
- Tatyana Hoyt • Orthopaedics
  Advanced Orthopaedic Specialists
- Albina Kibirova • Internal Medicine
  New Hampshire Oncology Hematology
- Jessica Lachance • Anesthesia
  Lakes Region Anesthesiology
- Sheena McAroy • Psychiatry
  Lakes Region Mental Health Center
- Karen McDonald • Family Practice
  Westside Healthcare
- Bryan Ng • Emergency Medicine
  LRGHealthcare Emergency Services
- Loma Piche • Internal Medicine
  Laconia Clinic - Internal Medicine
- Jonathan Polak • Internal Medicine
  Laconia Internal Medicine
- Leigh Scarmardo • Emergency Medicine
  Vascular Surgery & Wound Healing Center

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THANK YOU

LRGHealthcare gratefully acknowledges the commitment of all those who have supported our mission with a contribution between January 1, 2019 and December 31, 2019.

We also recognize the quiet dedication of those who wish to remain anonymous.

Gifts listed include donations to LRGHealthcare departments and programs, events, appeals and the Wellness Centers.

Legacy Gifts

Includes bequests and estate gifts, carrying forward a donor’s hope for the future of LRGHealthcare, providing a lasting reminder of their commitment.

Shirley and Howard Bacon
Frank E. Busiel Trust
Herbert and Tracie Carpenter
Thomas and Karen Clairmont Specific Purpose Fund
James F. Dirubbo
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Robert and Betty Whittemore

President’s Circle

($2,500.00 +)

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David Barbuto
ClearChoiceMD Urgent Care
Gary and Connie Dehnel
DiGiorgio Associates Inc./Monitor Builders Inc., LiRo Group Companies
Carol A. Elliott Trust
Franklin Regional Hospital Auxiliary
Tim and Margaret Kerns
Estate of Alfred V. Lincoln
Lovering Volvo - Meredith
Brenda McBride
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Mr. and Mrs. Jesse Thompson
Town of Meredith
Town of Sandwich

Trustees’ Society

($5,000.00 +)

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Bank of New Hampshire
Brenda’s Ride - Brenda and John Ganong & Friends
Frank E. Busiel Trust
The Daniell Family Foundation
Robert and Kathleen DeCamp
Kevin W. Donovan
Foundation for Healthy Communities
Mr. and Mrs. Paul E. Haunfelner
Suzanne L. Stiles and Mitchell B. Jean, Esquire
Lakes Region General Hospital Auxiliary

Founder’s Circle

($1,000.00 +)

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Dawn Gibbs  
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Steven and Patty Giguere  
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Gilmanton School  
Golden View Health Care Center  
Cathy Gonthier  
Marilyn W. Goodwin  
Shirley Gordon  
Mary E. Goss  
Claudette Gottseggen  
Granite State Glass  
Carol A. Grant  
Cheryl A. Gray  
Carol A. Greene  
Mary Louise Grevatt  
C. Daniel Griffin, MS, APRN and Linda S. Griffin  
Ginger Gross  
Don Guay  
Mr. and Mrs. Chris Guilmert  
Edward F. Guzik  
Dr. Melissa B. Hanrahan and Mr. William Hanrahan

Annual Gifts

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Roger and Jean Fournier  
Mark and Linnea Fraser  
Debra French  
Freudenberg-NOK Employees Fund  
Sarah Frey  
Dr. Paul Friend and Ms. Barbara Wood  
Irene B. Gage  
Michael Gallagher  
Alyson Gammons  
Mike Garnaat  
John and Corey Gately  
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Paul and Gloria Gauthier  
Nancy J. Gerry  
Nancy Gibbons  
Dawn Gibbs  
Ms. Claire Giguere  
Steven and Patty Giguere  
Giford Community Church  
Steven Gilman  
Gilmanton School  
Golden View Health Care Center  
Cathy Gonthier  
Marilyn W. Goodwin  
Shirley Gordon  
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Claudette Gottseggen  
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Ginger Gross  
Don Guay  
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Edward F. Guzik  
Dr. Melissa B. Hanrahan and Mr. William Hanrahan

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Russell and Carol Hayward
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Jeff and Patricia Innis
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Noreen Ives
Jackson Lewis LLP
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William A. Jessiman
Jet Gasket & Seal Company
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Kaylyn and Ross Johnson
Jolly Island, LLC
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Fred N. Jones and Kristin K. Snow
Robert J. Jones and Sharon A. Matthews
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Lakes Region General Hospital
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Helen R. May
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Caitlyn Whearty  
Dan and Maureen Wilkins  
The Wine’ing Butcher - Gilford Winnipesaukee Hog Chapter  
Mr. and Mrs. Alan D. Wool  
John Zanchi

**Gifts In-Kind**


---

**IS YOUR NAME MISSING OR LISTED INCORRECTLY?**

Although we work diligently to accurately list all donors, errors sometimes occur.

If your name is missing or listed incorrectly, please accept our apologies and let us know.

**Contact:** Office of Philanthropy  
LRGHealthcare  
80 Highland Street  
Laconia, NH 03246

**Phone:** 603.737.1042  
**Email:** philanthropy@lrgh.org
## Summary of Financial Statement

### Operating Statement

*For the Years Ended September 30, 2019 & 2018*

<table>
<thead>
<tr>
<th>Amount We Billed and Earned</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services Billed for Inpatients</td>
<td>$183,111,938</td>
<td>$187,238,912</td>
</tr>
<tr>
<td>Services Billed for Outpatients</td>
<td>$264,459,144</td>
<td>$260,126,859</td>
</tr>
<tr>
<td>Services Billed for Providers</td>
<td>$97,190,861</td>
<td>$99,495,396</td>
</tr>
<tr>
<td>Other Operating Revenues</td>
<td>$8,940,311</td>
<td>$9,754,601</td>
</tr>
<tr>
<td><strong>Total Gross Operating Revenue</strong></td>
<td><strong>$553,702,254</strong></td>
<td><strong>$556,615,768</strong></td>
</tr>
</tbody>
</table>

| Amount Not Fully Paid for Our Services          |                       |                       |
| Not Paid by Those Unable to Pay                 | $2,879,640            | $2,038,020            |
| Not Paid by Those Unwilling to Pay              | $13,891,628           | $13,775,231           |
| Not Paid by Medicare and Medicaid              | $207,645,391          | $205,255,361          |
| Not Paid by Other Payers                        | $123,292,193          | $118,907,897          |
| **Total Deductions from Revenue**               | **$347,708,852**      | **$339,976,509**      |

| **Total Net Operating Revenue**                 | **$205,993,403**      | **$216,639,259**      |

| Amount We Paid to Provide Services             |                       |                       |
| Salaries and Benefits for our 1,454 employees  | $123,215,024          | $124,095,783          |
| Supplies and Services We Purchase              | $77,827,789           | $75,932,283           |
| Leases, Rentals and Repairs                    | $5,186,787            | $8,087,887            |
| Interest on Outstanding Debt                   | $4,984,184            | $5,216,579            |
| Tax We Paid the State to Fund Medicaid         | $7,836,489            | $9,058,586            |
| Wear and Tear on Buildings and Equipment       | $7,161,839            | $7,574,797            |
| **Total Expenses Paid**                        | **$226,212,113**      | **$229,965,917**      |

| Income From Operations                         | ($20,218,710)         | ($13,326,658)         |

| Income From Non-Operating Activities (Investments, Donations, etc) | ($9,824,245) | $3,119,211 |

| Funds Available for Debt and For Future Investment into Buildings and Programs | ($30,042,955) | ($10,207,447) |
### Service to the Community

*For the Years Ended September 30, 2019 & 2018*

<table>
<thead>
<tr>
<th></th>
<th>Lakes Region General</th>
<th>Franklin Regional</th>
<th>LRGHealthcare</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>Acute Admissions</td>
<td>3,512</td>
<td>4,050</td>
<td>405</td>
</tr>
<tr>
<td>Acute Patient Days</td>
<td>14,204</td>
<td>14,996</td>
<td>1,385</td>
</tr>
<tr>
<td>Emergency Department Visits</td>
<td>24,073</td>
<td>24,312</td>
<td>9,730</td>
</tr>
<tr>
<td>Operating Room Procedures</td>
<td>8,956</td>
<td>8,964</td>
<td>433</td>
</tr>
<tr>
<td>Radiology Exams</td>
<td>61,227</td>
<td>57,197</td>
<td>13,489</td>
</tr>
<tr>
<td>Births</td>
<td>178</td>
<td>178</td>
<td></td>
</tr>
<tr>
<td>Physician Visits (Encounters)</td>
<td></td>
<td></td>
<td>259,572</td>
</tr>
</tbody>
</table>

### Balance Sheet

*For the Years Ended September 30, 2019 & 2018*

<table>
<thead>
<tr>
<th></th>
<th>Assets</th>
<th>Liabilities and Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2018</td>
</tr>
<tr>
<td>Cash</td>
<td>$4,061,561</td>
<td>$6,987,815</td>
</tr>
<tr>
<td>Accounts Receivable, Net</td>
<td>$19,387,150</td>
<td>$21,442,687</td>
</tr>
<tr>
<td>Supplies, Prepaids, Other Current</td>
<td>$15,567,654</td>
<td>$20,804,115</td>
</tr>
<tr>
<td>Current Assets</td>
<td>$39,016,365</td>
<td>$49,234,617</td>
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<td>Assets Limited as to Use</td>
<td>$17,972,529</td>
<td>$21,900,675</td>
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<tr>
<td>Property and Equipment, Net</td>
<td>$94,082,177</td>
<td>$95,452,709</td>
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<tr>
<td>Other Assets</td>
<td>$15,328,083</td>
<td>$18,006,984</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$166,399,154</td>
<td>$184,594,986</td>
</tr>
<tr>
<td>Accounts Payable &amp; Accrued Expenses</td>
<td>$21,832,654</td>
<td>$25,170,937</td>
</tr>
<tr>
<td>Accrued Salaries and Benefits</td>
<td>$9,458,817</td>
<td>$9,142,788</td>
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<tr>
<td>Current Portion of Long Term Debt</td>
<td>$174,705</td>
<td>$4,543,906</td>
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<tr>
<td>Third Party Settlements</td>
<td>$12,815,599</td>
<td>$11,950,706</td>
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<tr>
<td>Current Liabilities</td>
<td>$44,281,774</td>
<td>$50,808,336</td>
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<td>Long Term Debt</td>
<td>$111,254,888</td>
<td>$109,734,929</td>
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<td>Pension Liability</td>
<td>$11,816,508</td>
<td>($1,661,869)</td>
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<td>Other Liabilities</td>
<td>$8,270,866</td>
<td>$5,950,999</td>
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<td>Total Liabilities</td>
<td>$175,624,036</td>
<td>$164,832,396</td>
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<tr>
<td>Unrestricted Net Assets</td>
<td>$18,340,015</td>
<td>$11,702,940</td>
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<tr>
<td>Temporarily Restricted Net Assets</td>
<td>$6,915,396</td>
<td>$5,859,913</td>
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<td>Permanently Restricted Net Assets</td>
<td>$2,199,737</td>
<td>$2,199,737</td>
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<tr>
<td>Net Assets</td>
<td>($9,224,882)</td>
<td>$19,762,590</td>
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<tr>
<td>Total Liabilities and Net Assets</td>
<td>$166,399,154</td>
<td>$184,594,986</td>
</tr>
</tbody>
</table>
Thank you to our volunteers for their commitment, time and support. They are a valuable part of LRGHealthcare and truly represent our values of care, compassion and community. Please join us in recognizing all our volunteers for all they do to make LRGHealthcare and our community a better place.

16,380 Hours of service to LRGHealthcare patients & staff

$395,413 Value of services/money saved by LRGHealthcare

Paulette Adams
Joseph Alonzo
Judy Anderson
Debra Bjork
Ernest Bolduc
Donna Bordwell
Evie Bray
Beverly Brewer
Jane Brown
Donna Buletti
Patsy Buteau
Celine Champagne
Kathleen Collins
Amanda Constant
Catherine Coyne
Lynn Dadian
Robert Dalton
Susan Dalton
Judy Dean
Patricia Diorio
Barbara Doane
Christine Dzujna
David Eastwood
Linda Finnie
Megan Fitzmaurice
Sharon Fleischman
Elizabeth Folsom
Candie French
Vanessa Ginchereau
Diana Goodhue
Helene Gouin
Leanne Hamilton
Patricia Hammond
Pamela Hannan
Michael Hodge
Susan Hunt
Steven Ippolito
Janet Janke
Beth Johnstone
Joseph Juliano
Joseph Keegan
Patricia Keegan
William Knightly
Dorothy Knowlton-McKay
Barbara Kohls
Kevin Konrad
Marie Kulacz
Diane LaFavre
David Leclaire
Annette Lemoine
Charlene Lizotte
Donald Lockwood
Ginette Mace
Robert MacGuffie
Dorothy Marceau
Linda Mazzola
Brenda McBride
Joyce McMath
Karel Mikulis
Joan Milkovits
Daniel Minukhin
Erica Mooney
Arthur Moreau
Nancy Morrill
Helen Murphy
Christina Northup
Susan Noyes
Darlene Page
Pamela Patenaude
Robert Patenaude
Nancy Paterno
Dorothy Piquado
John Piquado
Judith Raymond
Abigail Reera
William Robbins
Tom Roscoe
Barbara Rowe
James Rowe
Allison Rowley
Carolyn Sanborn
Claudette Saunders
Eric Schroeder
Virginia Simpson
Deborah Steadman
Andrea Stoia
Sheila Sullivan
Jean Swanay
Lea Tassone
Cheryl Tester
Molly Thunberg
Marcia Tocci
Barbara Tuttle
Paul Van Steensburg
Rita Van Steensburg
Mary Villaume
Patricia Weston
David White
Kathleen White
Ruth Whitney
David Wilson
Miriam York