



# Dartmouth Hitchcock Medical Center and Dartmouth Hitchcock Clinics Community Benefits 2020-2021

**Community benefits** improve health and increase access to healthcare in communities. Community benefit programs and services are integral to the mission of not-for-profit healthcare.

This report describes some of the many ways DHMC and Dartmouth Hitchcock Clinics fulfilled its charitable mission in fiscal year 2021 and supported the health of our region.

Prepared by Dartmouth Health Population Health  
Learn more at <https://www.dartmouth-hitchcock.org/about/community-health>



Part of DHMC's designation as a not-for-profit hospital is that we provide healthcare for all - regardless of ability to pay. Our not-for-profit designation recognizes the valuable work we have always performed, and which is more than delivering patient care.

As an “anchor institution” in our community, we consider how we inclusively and sustainably contribute to the long-term health and well-being of the communities we serve. This includes collaboration to address economic and racial inequities that create uneven access to economic opportunity—and contribute to poor health. Done intentionally, community investments create a healthier workforce, create economic opportunity and reduce the health disparities in our region.

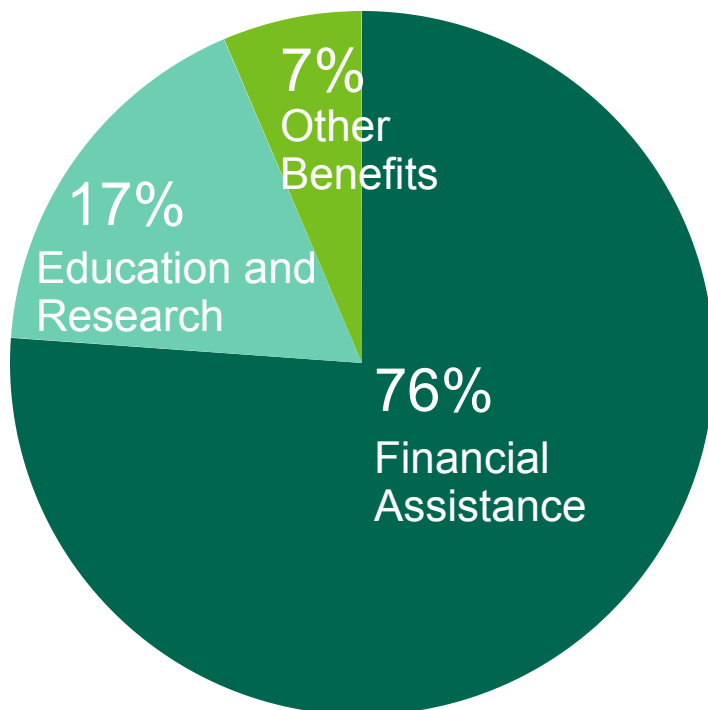
Joanne Conroy, MD  
CEO & President, Dartmouth Health

# Value of Community Benefits



Total value of DHMC and Dartmouth Hitchcock Clinics community benefits reported for the time period July 1, 2021 to June 30, 2021:

## \$256,682,615



### \$196M Financial Assistance

**Includes:**

- \$174,590,906 Uncompensated Cost of Medicaid
- \$11,725,388 Subsidized Services
- \$9,474,352 Financial Assistance

### \$44M Education and Research

**Includes:**

- Health Professions Education
- Research

### \$16M Other Benefits

**Includes:**

- Community Health Improvement Services
- Medication Assistance
- Cash and in-kind contributions

# Definitions of Community Benefits

Dartmouth Health is dedicated to investing in and supporting its communities. Community benefit programs help improve access to health services, enhance public health, increase knowledge and relieve burdens to improve health. These programs are available broadly to the public, serve low-income community members, reduce geographic or financial barriers to accessing health services, strengthen community health resiliency and address public health priorities, including the elimination of disparities in health status among different populations.



## Uncompensated Medicaid costs

Dartmouth Health provides care to Medicaid beneficiaries and loses money on providing this care because Medicaid payments are significantly lower than the actual costs of care.

## Financial assistance

Dartmouth Health serves as a safety net for the uninsured and underinsured, caring for every patient who walks through its doors, regardless of their ability to pay.

## Subsidized services

Dartmouth Health provides essential services like inpatient psychiatry and HIV specialty care, despite being a financial cost to the institution. Without these services, these important healthcare needs would be unmet in the region.

## Health professions education

Dartmouth Health includes an academic medical center and prides itself on providing the best training and education for physicians, interns, residents, medical students, nurses, nursing students and other health professionals.

## Research

This category of community benefit includes any study or investigation with a goal to generate knowledge that will be made available to the public. At Dartmouth Health, this includes clinical trials on new treatment approaches and health policy research.

## Community health improvement

These activities improve community health, extend beyond patient care and are subsidized by Dartmouth Health. They include community trainings in Narcan, suicide prevention work in the community and more.

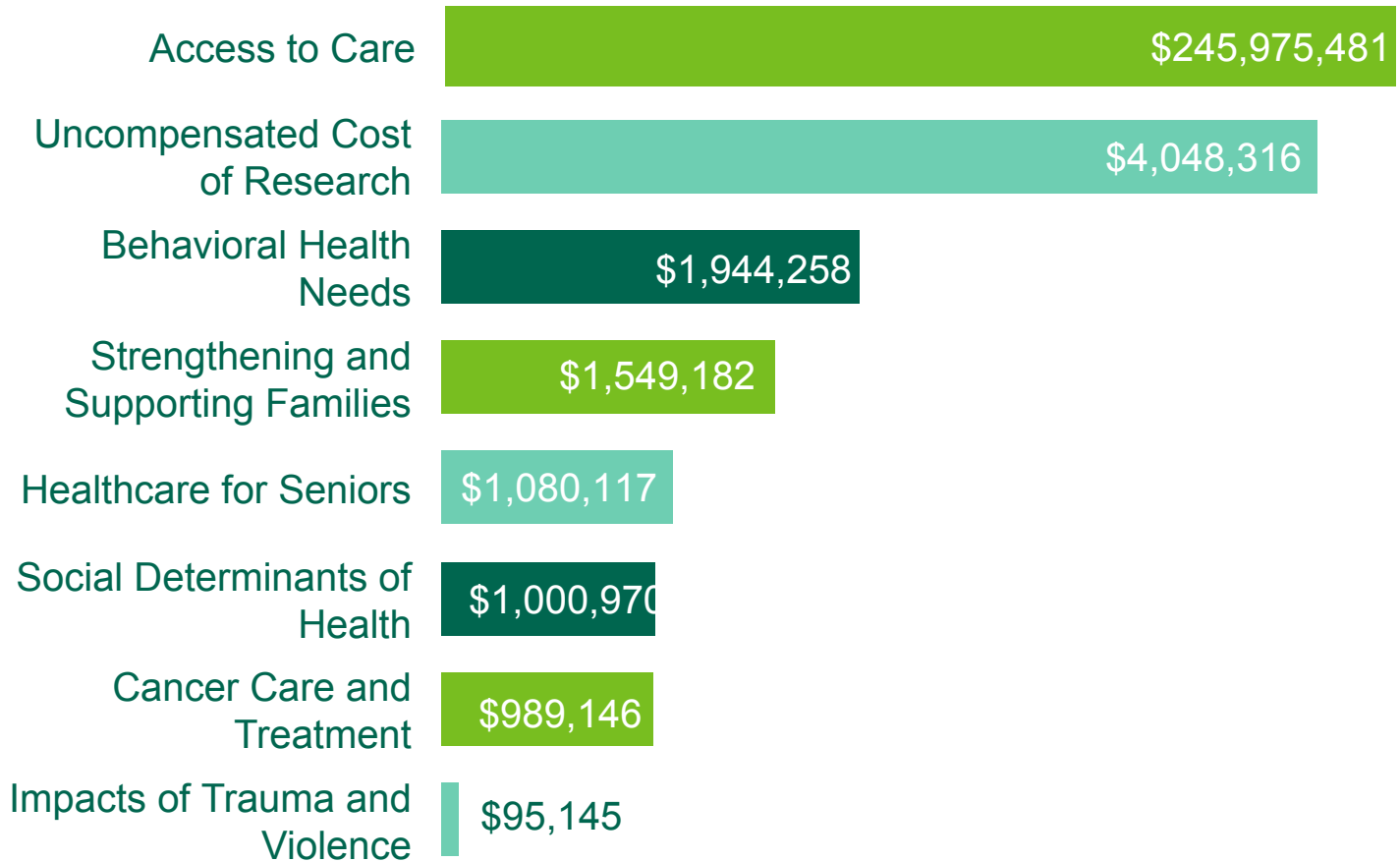
## Medication assistance

The Dartmouth Health Medication Assistance Program helps eligible patients receive needed long-term prescription medications.

## Cash and in-kind Contributions

Dartmouth Health contributes to community organizations to support them in meeting an identified community health need.

# DHMC and Dartmouth Hitchcock Clinics Investing in Health Needs Identified by the Community



Dollar amounts include unreimbursed costs of providing healthcare services to persons with no insurance and Medicaid beneficiaries, as well as unreimbursed cost of activities to address needs of the community.



If you could change one thing to make your community healthier... what would it be?

Every three years, non-profit hospitals are required to complete a community health needs assessment to identify the most pressing health needs facing their communities. The priority needs identified through this process guide Dartmouth Health in determining which community investments will have the most impact on improving the health of our communities.

<https://www.dartmouth-hitchcock.org/about/community-health>

# Community Investment in Action

The following stories describe just a few of the many ways DHMC and Dartmouth Hitchcock Clinics support nonprofit organizations, meet the needs of the community and improve lives.

## DHMC Population Health mobilizes to support community coalitions during COVID-19

On March 13, 2020 Governors Sununu and Scott declared states of emergency in New Hampshire and Vermont in response to COVID-19. While clinical teams within the health system mobilized quickly and expertly to prepare for increased hospitalizations, testing and treatment, the Population Health team at DHMC looked outside the walls of the hospital to anticipate the impacts that business, school and public transportation closures would have on communities and families.

Overcoming challenges like transportation, food access, social isolation and childcare can not be accomplished alone. Trusted partnership is required. The Population Health team leveraged existing community relationships and joined forces with two community-based coalitions, [Upper Valley Strong](#) and [Greater Sullivan Strong](#), to convene leaders from across the community, share information, coordinate services, communicate with the public and distribute funding and resources across the entire community through the course of the pandemic.



Within a week of the state of the emergency, DHMC raised tens of thousands of dollars and the Population Health team mobilized staff and supplies to help support the socio-economic needs of the region.

“When the pandemic hit, one of the biggest concerns was hunger and food insecurity. In the last 12 months, we’ve doubled the amount of food we deliver from 500,000 to 1.2 million pounds. That was only possible through support of Upper Valley Strong and other supporters.”

Gabe Zoerheide, Willing Hands

Together with their communities, these two coalitions supported the work of over 50 nonprofits in 90 towns across New Hampshire and Vermont.

In total, DHMC generated \$490K through philanthropy and Population Health contributed \$130k of its own operational funds to support this extraordinary community effort.



## Building homes and community for adults with disabilities in the Upper Valley

[Visions for Creative Housing Solutions](#) offers supportive housing to adults with developmental disabilities as well as vocational and social opportunities to foster growth and independence. They got their start in Enfield, NH. “We opened up our doors in 2014, and right away became inundated with people who were interested in what we were doing,” says Sylvia Dow, executive director. Aging parents of adults with development disabilities would often call, worried about where their adult children will live in the future.

“Every week, families are contacting us with stories of individuals who need supportive housing... They really want a place of their own, a place that is theirs.”

Sylvia and her team decided to open up a second site. They found a property in Lebanon and began fundraising. NH Housing Finance Authority provided the seed money, Mascoma Bank contributed, and Visions raised an additional \$800k through a capital campaign.

## Good Neighbor Health Clinic provides free health & dental care

DHMC is a longtime supporter of [Good Neighbor Health Clinic](#), a free medical and dental clinic based in White River Junction, Vermont. DHMC made a \$65,000 cash contribution in 2020 to support their important mission of providing care to people who need it most.

Much of the clinic's work relies on the generosity of professional and community volunteers. They fill an important gap in the region for affordable, accessible health and dental care.

Good Neighbor Health Clinic is increasingly working to meet the needs of complex patients and to integrate preventative care into their care model.



DHMC proudly contributed \$25,000 to this community fundraising effort.

In August 2021, the Lebanon site opened with 11 residents moving in. The site includes independent living apartments, a dining area where residents come together to cook and eat each night and overnight staffing accommodations for the residents who benefit from extra support. Both buildings are fully handicap accessible.

Visions has already started working on a new property in Hanover with a goal of providing apartments to 12 more individuals by 2024. They already have a waitlist with 32 applicants.

"Red Logan Dental Clinic provided dentures to a woman who shared with us that her son had never seen her smile prior to dentures. She told us this story with tears of gratitude."

Dana Michalovic, executive director



The Clinic increased their spending during 2020-2021 to purchase scales, blood pressure cuffs, diabetes testing kits and food vouchers for their patients. They provide services such as weekly telephone support for patients experiencing homelessness and Nicotine Replacement therapy and counseling to help patients quit smoking. They help patients pay for medication, assist patients in filling out financial assistance applications, and provide qualifying patients with gym memberships.

## A new site opens for families and children of the Upper Valley

[The Family Resource Center](#) in Lebanon officially opened its doors in March of 2021, joining 12 other locations of Waypoint, a nonprofit that offers an array of services including prenatal support, family empowerment, services for children with developmental concerns, child care, supervised visitation, foster care and more.

Opening in the middle of a pandemic was not without challenges. Despite the difficult circumstances, the Upper Valley Family Resource Center quickly responded to the needs of the community. One of the first and most frequent requests they received was

## The Aging Resource Center supports older adults on-and-offline through the pandemic

For more than ten years, the [Aging Resource Center at Dartmouth Health](#) has offered free programs and services to support the physical, mental and emotional health of older adults and their families. The Aging Resource Center is funded by DHMC's operational budget and is 100% community benefit.

When the COVID-19 pandemic struck, the Aging Resource Center converted their classes to a virtual platform and helped 7,000 participants navigate that adjustment. Older adults overcame the technological learning curve with help from user-friendly guides and one-on-one technology coaching. Additionally, the center switched from primarily health-focused classes to more social opportunities to help keep spirits up with offerings like, "Morning Sing," "Self-care Sampler" and painting classes.

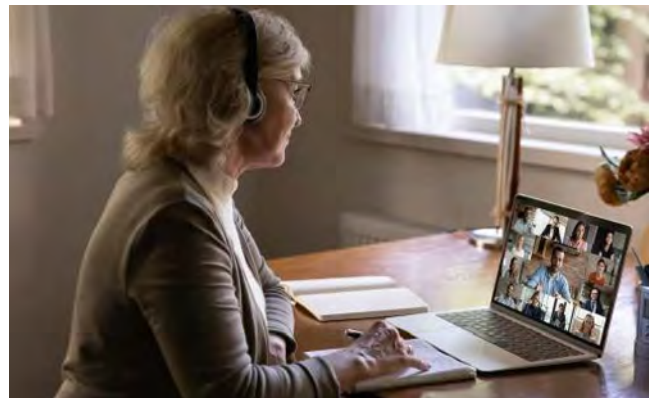
"In 5 years I'm hoping we will have additional home-visiting capacity and will be the go-to facility for this area."

Jeannette Birge,  
executive director



to create a support group for single moms. That group was up and running just a few months later.

The Upper Valley Family Resource Center hopes to soon become a Family Resource Center of Quality, which means going through a rigorous accreditation process to ensure they are providing best practices in all areas. DHMC contributed \$15,000 to help them meet this goal.



The center saw a large jump in class attendance, with more caregivers attending alongside their loved ones and participation from a broad geography of communities.

The center worked to connect with older adults offline as well. Their team, including Administrative Assistant Tami Musty, regularly reached out to older adults by phone to see how they were doing and mailed care packages to people who were living alone and at risk for isolation. As one participant said, "It has been very rewarding to get a phone call from Tami every week since this terrible pandemic started...most of all, I feel very comfortable talking to Tami about anything and everything."

# Anchor Institution Strategies for Health

Although not included as part of state and federal community benefits reporting, Dartmouth Health's strategies to invest, hire and purchase locally have a profound impact on the health and vitality of the region.

## Inclusive, Local Investing

### DHMC and Dartmouth Hitchcock Clinics loan \$3M to New Hampshire Community Loan Fund

In fall of 2020, DHMC and Dartmouth Hitchcock Clinics made a low-interest loan of \$3M to help residents of mobile home parks across NH buy and manage their own communities. [Resident Owned Cooperatives](#) help preserve affordable housing and create stronger communities for low-to-moderate income families. They offer residents more value, improved security and better financing. Although the financial return on this investment is less than might be gained elsewhere, Dartmouth Health recognizes the far greater gains of investing in affordable housing for our employees, patients and communities.



## Inclusive, Local Hiring

### Dartmouth Health offers paid training, free college credits and guaranteed job placements

The [Dartmouth Health Workforce Readiness Institute \(WRI\)](#) trains 250 people a year for careers in healthcare. Participants receive a training wage of \$400-\$620 a week, earn 45-66 college credits and are guaranteed a job at the completion of the program. WRI programs strategically recruit un-and under-employed members of the community and connect them to in-demand careers, professional development and financial stability.



## Inclusive, Local Purchasing

### DHMC contracts with local companies for construction of new patient pavilion

In July 2020, DHMC broke ground on a \$110M construction project to build a brand new 212,000 square-foot Patient Pavilion to help meet the growing healthcare demands of the region. DHMC made a commitment to direct as much business as possible to local companies, keeping dollars in the community and contributing to the economic prosperity of the region and its workers. Around \$50M or 45% of these dollars have been contracted out to local NH and VT businesses.

