



# Community Benefits Report

HUGGINS HOSPITAL // FISCAL YEAR 2024

## OUR VISION

*Huggins will be the community's home for health and wellbeing. Our mission is to empower the fulfillment of life through better health.*

# FORM NHCT31: COMMUNITY BENEFITS PLAN REPORT



## Section 1: Entity Information

**Entity Name**

Huggins Hospital

**State Registration #**

29

**Federal ID #**

02-0223332

**Fiscal Year Beginning**

10/01/2023

**Entity Address**

240 South Main St  
Wolfeboro, NH 03894

**Entity Website (must have a prefix such as "http://www.")**

<http://www.hugginshospital.org>

**Chief Executive Officer (first, last name)**

First Name	Last Name
Jeremy	Roberge

**Board Chair (first, last name)**

First Name	Last Name
Corrine	Smith

**Community Benefits Plan - Contact (first, last name)**

First Name	Last Name
Monika	O'Clair
<b>Title</b>	
Chief Strategy Officer	

**1. Is the entity's community benefits plan on the organization's website?**

Yes

**2. Does the report include community benefit information for affiliated or subsidiary entity(ies)?**

No

## SECTION 2: MISSION & COMMUNITY SERVED

**MISSION STATEMENT:** Huggins Hospital's Mission is to empower the fulfillment of life through better health.

**HAS THE MISSION STATEMENT BEEN REAFFIRMED IN THE PAST YEAR (RSA 7:32E-I)?** Yes

### SERVICE AREA

Community may be defined as a geographic service area comprised of the locations from which most service recipients come (primary service area) or a subset of the general population that share certain characteristics such as age range, health condition, or socioeconomic resources. For some trusts, the definition of community may be a combination of geographic service area and a subset of the population within that area. Please include information from the drop down lists and narrative field as applicable to sufficiently describe the community served.

**DID THE PRIMARY SERVICE AREA COVER ALL OF NEW HAMPSHIRE?**

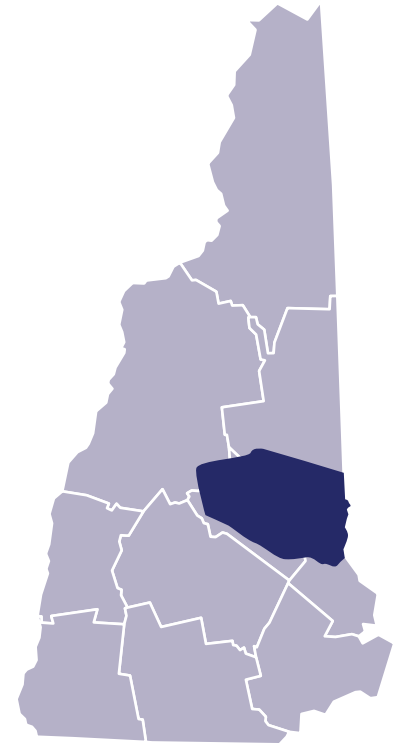
No

**PLEASE SELECT SERVICE AREA COUNTIES (NH), IF APPLICABLE:**

Carroll  
Belknap  
Strafford

**PLEASE SELECT SERVICE AREA MUNICIPALITIES (NH), IF APPLICABLE**

Alton  
Brookfield  
Effingham  
Middleton  
Moultonborough  
New Durham  
Ossipee  
Sandwich  
Tamworth  
Tuftonboro  
Wakefield  
Wolfeboro



### SERVICE POPULATION DESCRIPTION

Huggins Hospital serves the entire population of its service area, often described as the Eastern Lakes Region of NH. The service area is a large, rural geographic area spanning from the east side of Lake Winnepesaukee to the border of Maine and from the south of Alton to the north of Tamworth. The service area ranks high (positively) in community health rankings as compared to communities across the nation. Challenges for this rural service area include access issues due to the geography of the service area and income disparities. The population swells from approximately 40,000 to around 120,000 in the summer season.

## SECTION 3.1: COMMUNITY NEEDS ASSESSMENT

In what year was the last community needs assessment conducted to assist in determining the activities to be included in the community benefit plan? 2022

<https://www.hugginshospital.org/about/community-health-needs-assessment>

Was the assessment conducted in conjunction with other health care charitable trusts in your community? No

## SECTION 3.2: COMMUNITY NEEDS ASSESSMENT (1 OF 3)

AREA OF COMMUNITY NEED / CONCERN: 3. Access to Primary Care

Is the need identified in the Community Needs Assessment? Yes

Is the need addressed in the Health Care Charitable Trusts Community Benefit Plan? Yes

Category or Categories of Community Benefit included in your plan associated with this need.

Other Subsidized Health Services

**Brief description of major strategies or activities to address this need:**

Huggins Hospital offers a wide geographic reach for access to primary care in this rural area. Huggins Hospital operates these primary care locations at a significant financial loss in order to maintain access to care for these rural communities.

## SECTION 3.2: COMMUNITY NEEDS ASSESSMENT (2 OF 3)

AREA OF COMMUNITY NEED / CONCERN: 35. Other Social Determinants of Health

Is the need identified in the Community Needs Assessment? Yes

Is the need addressed in the Health Care Charitable Trusts Community Benefit Plan? Yes

Category or Categories of Community Benefit included in your plan associated with this need.

Other Community Health Improvement Services

**Brief description of major strategies or activities to address this need:**

Huggins Hospital leads a local coalition of healthcare and social service providers that evaluate gaps in care and service and work to close those gaps. This group is called the Huggins Community Health Network. Huggins Hospital has multiple employees dedicated to evaluation and strategic planning in the realm of community and population health. Huggins Hospital also employs an Outpatient Social Service Coordinator who helps community members access social services outside the operations of the hospital, at no cost.

## SECTION 3.2: COMMUNITY NEEDS ASSESSMENT (3 OF 3)

### AREA OF COMMUNITY NEED / CONCERN: 22. Access to Mental Health Services

Is the need identified in the Community Needs Assessment? Yes

Is the need addressed in the Health Care Charitable Trusts Community Benefit Plan? Yes

Category or Categories of Community Benefit included in your plan associated with this need.

Other Subsidized Health Services

Other Community Health Improvement Services

**Brief description of major strategies or activities to address this need.**

Huggins Hospital operates the Huggins Community Health Network which includes local healthcare and social service providers that work together to find solutions to challenges such as access to mental health care. Huggins Hospital also provides counseling services to patients as well as support in navigating to available resources.

# SECTION 4: COMMUNITY BENEFIT ACTIVITIES

## Financial Assistance, Means-Tested Government Programs and Community Benefit Services

**TOTAL FUNCTIONAL EXPENSES FOR THE REPORTING YEAR: \$100,001,600**

### Financial Assistance at cost

Total community benefit expense: \$1,034,437  
Direct offsetting revenue: 0  
Net community benefit expense: \$1,034,437  
Percent of total expense: 1%  
Estimated expense of activities projected for the next Fiscal Year: \$1,065,470

### Medicaid

Total community benefit expense: \$10,100,439  
Direct offsetting revenue: \$9,138,021  
Net community benefit expense: \$962,418  
Percent of total expense: 1%  
Estimated expense of activities projected for the next Fiscal Year: \$962,418

### Costs of other means-tested government programs

Total community benefit expense: \$0  
Direct offsetting revenue: \$0  
Net community benefit expense: \$0  
Percent of total expense: 0%  
Estimated expense of activities projected for the next Fiscal Year: \$0

### Total Financial Assistance and Means-Tested Government Programs

Total community benefit expense: \$11,134,876  
Direct offsetting revenue: \$9,138,021  
Net community benefit expense: \$1,996,855  
Percent of total expense: 2%  
Estimated expense of activities projected for the next Fiscal Year: \$2,027,888

### Community health improvement services and community benefit operations

Total community benefit expense: \$330,915  
Direct offsetting revenue: \$0  
Net community benefit expense: \$330,915  
Percent of total expense: 0.3%  
Estimated expense of activities projected for the next Fiscal Year: \$208,174

# SECTION 4: COMMUNITY BENEFIT ACTIVITIES CONTINUED

**TOTAL FUNCTIONAL EXPENSES FOR THE REPORTING YEAR: \$100,001,600**

## **Health professions education**

Total community benefit expense: \$410,208

Direct offsetting revenue: \$0

Net community benefit expense: \$410,208

Percent of total expense: 0.4%

Estimated expense of activities projected for the next Fiscal Year: \$422,514

## **Subsidized health services**

Total community benefit expense: \$22,185,836

Direct offsetting revenue: \$14,827,314

Net community benefit expense: \$7,358,522

Percent of total expense: 7.4%

Estimated expense of activities projected for the next Fiscal Year: \$7,579,277

## **Total Other Benefits**

Total community benefit expense: \$22,926,959

Direct offsetting revenue: \$14,827,314

Net community benefit expense: \$8,099,645

Percent of total expense: 8.1%

Estimated expense of activities projected for the next Fiscal Year: \$8,209,965

## **Totals**

Total community benefit expense: \$34,061,835

Direct offsetting revenue: \$23,965,335

Net community benefit expense: \$10,096,500

Percent of total expense: 10.1%

Estimated expense of activities projected for the next Fiscal Year: \$10,237,853

# SECTION 5: COMMUNITY BUILDING ACTIVITIES

TOTAL EXPENSE (ENTERED AT TOP OF SECTION 4): \$100,001,600

## Community support

Total community benefit expense: \$15,512

Direct offsetting revenue: \$0

Net community benefit expense: \$15,512

Percent of total expense: 0%

## Totals

Total community benefit expense: \$15,512

Direct offsetting revenue: \$0

Net community benefit expense: \$15,512

Percent of total expense: 0%



## **SECTION 6: MEDICARE**

Total revenue received from Medicare (\$ -- including DSH and IME): NONE PROVIDED

Medicare allowable costs of care relating to payments specified above (\$): NONE PROVIDED

Medicare surplus (shortfall): N/A

## **SECTION 7: SUMMARY FINANCIAL MEASURES**

Gross Receipts from Operations: \$203,737,750

Net operating costs: \$100,001,600

Ratio of gross receipts from operations to net operating costs: 2.037

### **UNREIMBURSED COMMUNITY BENEFIT COSTS**

Financial Assistance and Means-Tested Government Programs: \$1,996,855

Other Community Benefit Costs: \$8,099,645

Community Building Activities: \$15,512

Total Unreimbursed Community Benefit Expenses: \$10,112,012

Net community benefit costs as a percent of net operating costs: 10.11%

### **OTHER COMMUNITY BENEFITS (OPTIONAL)**

Leveraged Revenue for Community Benefit Activities:

Medicare Shortfall: N/A

# SECTION 8: COMMUNITY ENGAGEMENT IN THE COMMUNITY BENEFITS PROCESS

Community Organizations, Local Government Officials and other Representatives of the Public:	Indentification of Need	Prioritization of Need	Development of the Plan	Commented on Proposed Plan
Huggins Hospital Employees & Board of Trustees	Yes	Yes	Yes	Yes
Carroll County Coalition for Public Health	Yes	Yes	Yes	Yes
Northern Human Services	Yes	Yes	Yes	Yes
Granite VNA	Yes	Yes	Yes	Yes
Patients/Community Members	Yes	Yes	Yes	Yes
Wolfeboro Bay (long term care facility)	Yes	Yes	Yes	No
Eastern Lakes Region Housing Coalition	Yes	Yes	Yes	No
NH DHHS Office of Rural Health & Primary Care	Yes	Yes	Yes	Yes
Service Link	Yes	Yes	No	No
Starting Point Services for Victims of Domestic & Sexual Violence	Yes	Yes	No	No
White Horse Recovery	Yes	Yes	No	No
Wolfeboro Economic Development Corporation	Yes	Yes	No	No
Wolfeboro Chamber	Yes	No	No	No
Ossipee Police Department	Yes	No	No	No

**Please provide a description of the methods used to solicit community input on community needs:**

Huggins Hospital analyzed community health data and conducted community surveys to begin the Community Health Needs Assessment process. Huggins Hospital presented the data and analysis to the community during Community Health Focus Groups. The groups provided an opportunity for community members and local health and social service agencies to determine significant health needs and goals for improvement. Over sixty individuals from multiple community and healthcare organizations collaborated to conduct a comprehensive Community Health Needs Assessment process focused on identifying significant health needs, issues and concerns of the community. The process centered on gathering and analyzing data as well as receiving input from persons who represent the broad interests of the community and who have special knowledge and expertise in public health. The participants helped provide direction for the Hospital to create plan to improve the health of the community.

# SECTION 9: CHARITY CARE COMPLIANCE

The valuation of charity does not include any bad debt, receivables or revenue. Yes

A written charity care policy is available to the public. Yes

Any individual can apply for charity care. Yes

Any applicant will receive a prompt decision on eligibility and amount of charity care offered. Yes

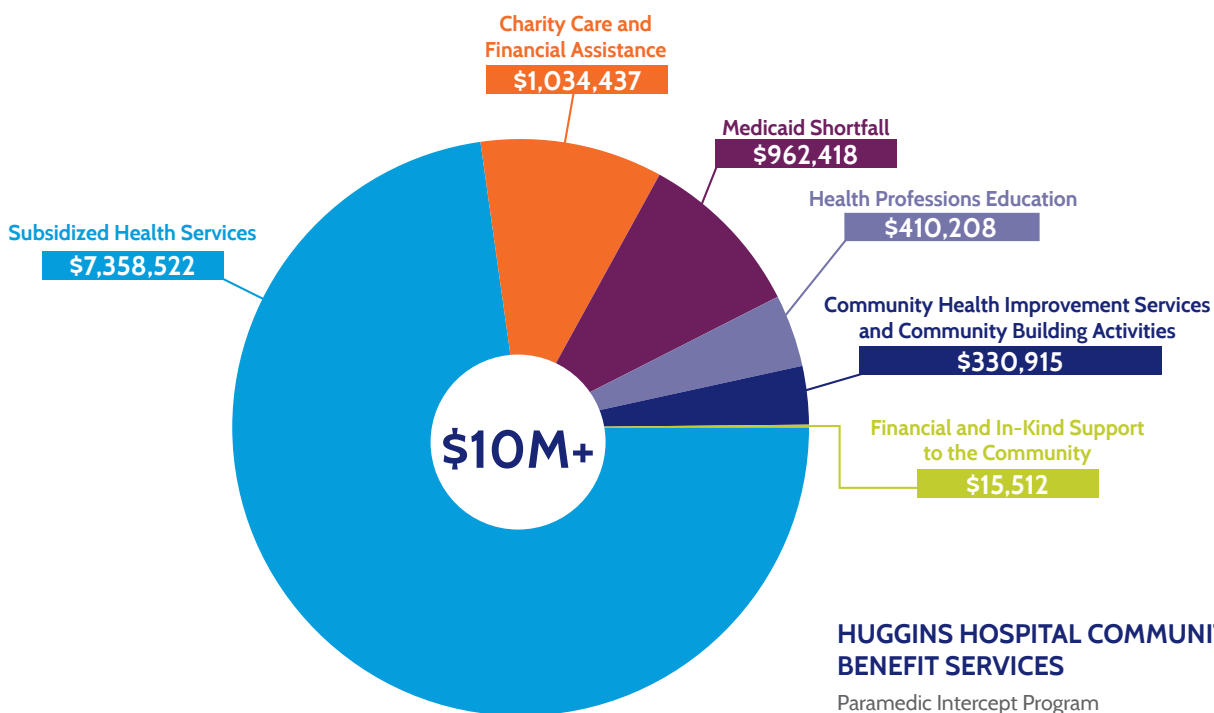
Notice of the charity care policy is posted in lobbies. Yes

Notice of the policy is posted in waiting rooms. Yes

Notice of the policy is posted in other public areas of our facilities. Yes

Notice of the charity care policy is given to recipients who are served in their home. N/A

## 2024 COMMUNITY BENEFITS = \$10,112,012



### HUGGINS HOSPITAL COMMUNITY BENEFIT SERVICES

- Paramedic Intercept Program
- Primary Care Services in Rural Communities
- Free Health Care Services
- Community Health Education
- Financial Assistance Services
- Health Professions Training
- Support to Local Social Service Agencies
- Medications for Emergency Service Organizations
- Rural Workforce Development
- Economic Development