



# Community Benefits Report

HUGGINS HOSPITAL // FISCAL YEAR 2025

## 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.*



## 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?**

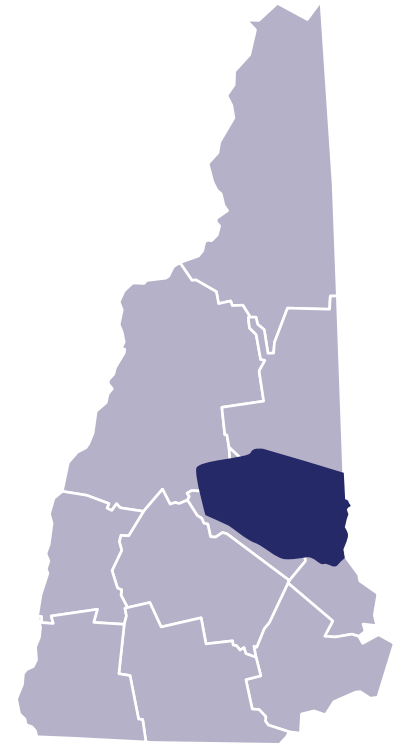
No

**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? (Please attach a copy of the needs assessment below if completed in the past year) 2025

Please attach a copy of the needs assessment if completed in the past year

2025 Huggins Hospital CHNA and IP.pdf

<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: 36. Other Community Health Need

If "Other" please describe here:

Access to Specialty Clinical Care and 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

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

C10: Other Subsidized Health Services

Brief description of major strategies or activities to address this need (optional)

Strategy to address needs:

- Improve access to specialty care services based on results of Community Health Needs Assessment and other sources
- Increase telehealth options for specialty care for both outpatient and inpatient care

Anticipated impact:

- Reduction in ED visits for specialty care needs
- Primary Care Provider supports available from specialty providers
- Improved access to care - addition of new specialty services

Resources proposed or needed:

- Specialty providers
- Telehealth technology
- Funding for telehealth and specialty services, supporting sustainability in rural communities

Collaborations anticipated:

- Rural Health Transformation Program
- Huggins Hospital Medical Staff
- Other hospitals, medical providers and/or telehealth providers

## SECTION 3.2: COMMUNITY NEEDS ASSESSMENT (2 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

Select the applicable Category or Categories of Community Benefit included in your plan associated with this need. C10: Other Subsidized Health Services

#### Brief description of major strategies or activities to address this need. (optional)

Develop a Huggins-specific plan to address the shortage in mental health resources in our local areas

- Advocate for patients through multiple forums to assist statewide efforts to improve access to mental health care
- Partner with Huggins Community Health Network members to provide shared services whenever possible
- Support other organizations that focus in mental health resources

Anticipated impact:

- Reduction in ED visits and “holds” for mental health needs
- Improved access to treatment, locally, for mental health needs

Resources proposed or needed:

- Integrated mental health plan
- Funding for telehealth and/or services
- Integrated resources amongst Huggins Community Health Network members

Collaborations anticipated:

- Huggins Community Health Network
- Rural Health Transformation Program
- Local mental health organizations
- State of New Hampshire

## SECTION 3.2: COMMUNITY NEEDS ASSESSMENT (3 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

Select the applicable Category or Categories of Community Benefit included in your plan associated with this need. C10: Other Subsidized Health Services

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

Strategy to address needs:

- Continue navigation services offered by Huggins Hospital for those with medical needs as well as those with social service needs
- Develop strong referral resources to social needs in the local community
- Address gaps in services with members of the Huggins Community Health Network
- Collaborate with social service providers to develop a community integrated healthcare system

Anticipated impact:

- Seamless access from Huggins Hospital to social determinants of health resources and vice versa
- Increase care coordination and social service navigation resources

Resources proposed or needed:

- Huggins Community Health Network
- Outpatient Social Service Navigation
- Funding to fill gaps in services

Collaborations anticipated:

- Huggins Community Health Network
- Rural Health Transformation Program
- Public Health
- Town Agencies

# SECTION 4: COMMUNITY BENEFIT ACTIVITIES

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

**TOTAL FUNCTIONAL EXPENSES FOR THE REPORTING YEAR: \$106,683,183**

### (1) Financial Assistance at cost

Total community benefit expense: \$1,091,473  
Direct offsetting revenue: 0  
Net community benefit expense: \$1,091,473  
Percent of total expense: 1%

### (2) Medicaid

Total community benefit expense: \$11,417,904  
Direct offsetting revenue: \$9,278,427  
Net community benefit expense: \$2,139,477  
Percent of total expense: 2%

### (3) 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%

### (4) Total Financial Assistance and Means-Tested Government Programs

Total community benefit expense: \$12,509,377  
Direct offsetting revenue: \$9,278,427  
Net community benefit expense: \$3,230,950  
Percent of total expense: 3%

### (5) Community health improvement services and community benefit operations

Total community benefit expense: \$427,757  
Direct offsetting revenue: \$0  
Net community benefit expense: \$427,757  
Percent of total expense: 0.4%

## SECTION 4: COMMUNITY BENEFIT ACTIVITIES CONTINUED

**TOTAL FUNCTIONAL EXPENSES FOR THE REPORTING YEAR: \$106,683,183**

### **(6) Health professions education**

Total community benefit expense: \$433,940

Direct offsetting revenue: \$0

Net community benefit expense: \$433,940

Percent of total expense: 0.4%

### **(7) Subsidized health services**

Total community benefit expense: \$25,497,648

Direct offsetting revenue: \$15,848,125.06

Net community benefit expense: \$9,649,522.94

Percent of total expense: 9%

### **(8) Research**

Total community benefit expense: \$0

Direct offsetting revenue: \$0

Net community benefit expense: \$0

Percent of total expense: 0%

### **(9) Cash and in-kind contributions for community benefit**

Total community benefit expense: \$0

Direct offsetting revenue: \$0

Net community benefit expense: \$0

Percent of total expense: 0%

### **(10) Total Other Benefits**

Total community benefit expense: \$26,359,345

Direct offsetting revenue: \$15,848,125.06

Net community benefit expense: \$10,511,219.94

Percent of total expense: 9.9%

### **(11) Totals**

Total community benefit expense: \$38,868,722

Direct offsetting revenue: \$25,126,552.06

Net community benefit expense: \$13,742,169.94

Percent of total expense: 12.9%

# SECTION 5: COMMUNITY BUILDING ACTIVITIES

TOTAL EXPENSE (ENTERED AT TOP OF SECTION 4): \$106,683,183

## (1) Physical improvements and housing

Total community benefit expense: \$0  
Direct offsetting revenue: \$0  
Net community benefit expense: \$0  
Percent of total expense: 0%

## (2) Economic development

Total community benefit expense: \$0  
Direct offsetting revenue: \$0  
Net community benefit expense: \$0  
Percent of total expense: 0%

## (3) Community support

Total community benefit expense: \$12,178  
Direct offsetting revenue: \$0  
Net community benefit expense: \$12,178  
Percent of total expense: 0%

## (4) Environmental improvements

Total community benefit expense: \$0  
Direct offsetting revenue: \$0  
Net community benefit expense: \$0  
Percent of total expense: 0%

## (5) Leadership development and training for community members

Total community benefit expense: \$0  
Direct offsetting revenue: \$0  
Net community benefit expense: \$0  
Percent of total expense: 0%

## (6) Coalition building

Total community benefit expense: \$0  
Direct offsetting revenue: \$0  
Net community benefit expense: \$0  
Percent of total expense: 0%

## (7) Community health improvement advocacy

Total community benefit expense: \$0  
Direct offsetting revenue: \$0  
Net community benefit expense: \$0  
Percent of total expense: 0%

## (8) Workforce development

Total community benefit expense: \$0  
Direct offsetting revenue: \$0  
Net community benefit expense: \$0  
Percent of total expense: 0%

## (9) Other

Total community benefit expense: \$0  
Direct offsetting revenue: \$0  
Net community benefit expense: \$0  
Percent of total expense: 0%

## (10) Totals

Total community benefit expense: \$12,178  
Direct offsetting revenue: \$0  
Net community benefit expense: \$12,178  
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

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

Gross Receipts from Operations: \$213,827,529

Net operating costs: \$106,683,183

Ratio of gross receipts from operations to net operating costs: 2.004

### **UNREIMBURSED COMMUNITY BENEFIT COSTS**

Financial Assistance and Means-Tested Government Programs: \$3,230,950

Other Community Benefit Costs: \$10,511,219.94

Community Building Activities: \$12,178

Total Unreimbursed Community Benefit Expenses: \$13,754,347.94

Net community benefit costs as a percent of net operating costs: 12.89%

# SECTION 8: COMMUNITY ENGAGEMENT IN THE COMMUNITY BENEFITS PROCESS

Community Organizations, Local Government Officials and other Representatives of the Public:	Identification 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	No
Granite VNA	Yes	Yes	Yes	No
Patients	Yes	Yes	No	No
Community Members	Yes	Yes	No	No
Local EMS	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. The 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

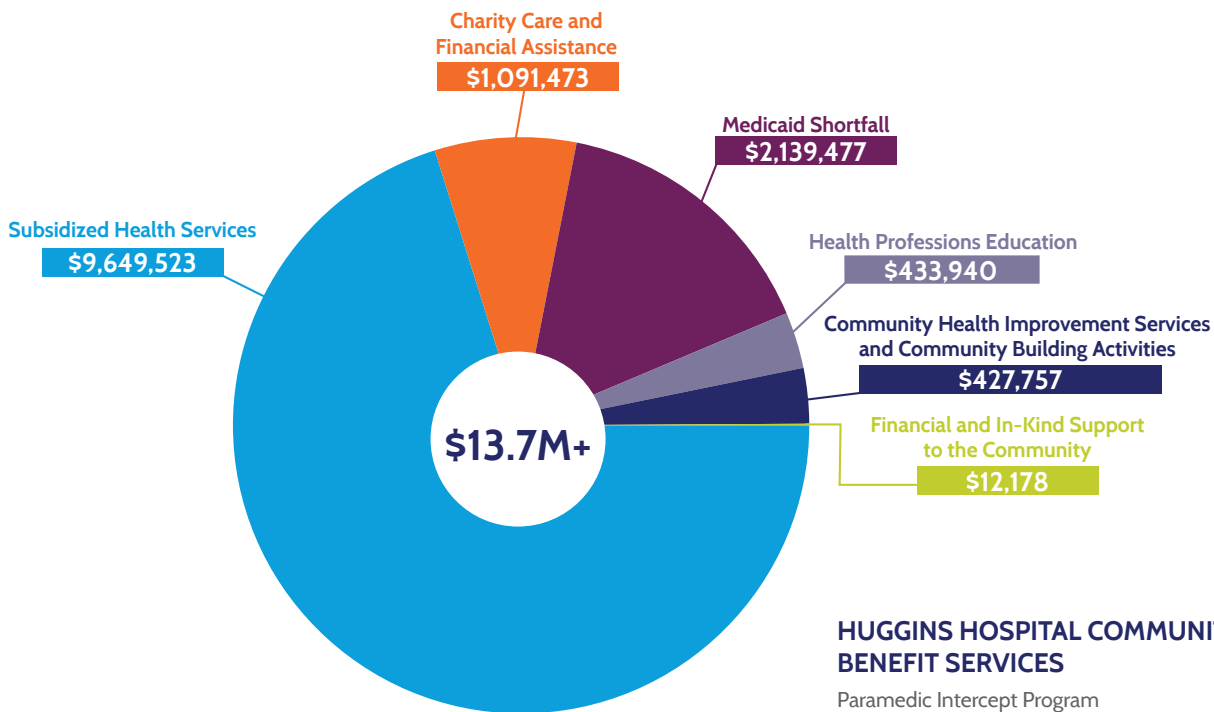
Notice of the charity care policy is posted in lobbies. Yes

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

## 2025 COMMUNITY BENEFITS = \$13,754,348



### 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