2020
Annual Report
To the Community

Where good health begins.
Dear Friends of Littleton Regional Healthcare

As leaders of this great organization, we wish to express our deep appreciation to you for your support during the COVID-19 pandemic. Together, we faced a year of tremendous uncertainty. We are equally grateful and honored to work alongside our team of compassionate and resilient healthcare professionals and proud of their work this past year.

Last year, we shared our strategic plan for expanding and renovating the emergency department and inpatient units. These initiatives were put on hold when LRH received our first suspected COVID patient. With safety as our top priority, we opened our Incident Command structure and implemented our emergency operating plans. This allowed for timely and responsive decision-making as we began our fight against COVID-19.

We worked hard to implement the necessary operational changes to keep our staff, our patients, and our community protected, including establishing distinct COVID and non-COVID units. We also partnered with ClearChoiceMD Urgent Care to establish a drive-up testing site in Lincoln and we expanded our testing capacity on the LRH campus. At these two sites, through 2020, we tested 16,200 individuals. As the leading and most comprehensive healthcare provider in the North Country, we worked through these challenges while maintaining a high level of safety and care and we were able to continue our operations, confident that we could provide care needed by our patients.

Despite the challenges presented in 2020, we continue to grow our services and expand in critical areas like our tele-medicine capabilities. LRH welcomed several medical professionals in 2020 including Dr. Jonathan Lamphier, gastroenterologist; Dr. Michael Rhodes, hospitalist; Dr. Kylee Finn, family practitioner; and Dr. Daniel Underbakke, general surgeon as well as advanced practice providers and a record-breaking number of recent registered nurse graduates.

We could not have overcome our challenges without your help and speak for the entire Littleton Regional Healthcare community when we say we are full of gratitude for the overwhelming amount of community support that we have received this past year. From Personal Protective Equipment to keep our frontline workers protected to expressions of thanks to recognize our staff, we thank you. We know this has been a difficult period for so many. We are deeply grateful to the area businesses that extended their support even while facing hardships of their own.

We know the vital role LRH plays in our region and we are extremely optimistic about our future. We will build on our achievements in 2020 and continue to provide the highest level of quality healthcare to the greater North Country region of New Hampshire and the Northeast Kingdom of Vermont.

As we welcome the New Year, we are stronger, better prepared, and committed to providing quality, compassionate and accessible healthcare in a manner that brings value to all.

Respectfully,

Robert F. Nutter
President & CEO

Roger Gingue
Outgoing Chairman
Board of Trustees

Jeff Woodward
Incoming Chairman
Board of Trustees

2020 Volunteer Board of Trustees
Roger Gingue, Chairman
Jeff Woodward, Vice Chairman
Erin Hennessey, Treasurer
Dr. Patrick Fitzpatrick, Secretary
Dr. Alice Rocke, President of Medical Staff
Robert Nutter, LRH President & CEO
Frederick Chisolm
Kathryn Fleury
Ashley Garrison
Dr. Stephen Goldberg
Richard Jessee
Elizabeth Kunz
Dr. Dougald MacArthur
Laurie Morgan
Dr. Deane Rankin
Chief Paul Smith
Thomas Tremblay
Dawn McPhee, Board Liaison

Mission
To provide quality, compassionate and accessible healthcare in a manner that brings value to all.

Vision
Littleton Regional Healthcare will be the leading provider of healthcare and the best organization in which to work.

Values
Integrity
Compassion
Accountability
Respect
Excellence

2020 Statistics and Facts
Just a few interesting facts about Littleton Regional Healthcare...

- LRH is a 20-year old, 232,000 sq. ft. facility that rests in the heart of a 252 acre campus.
- As of September 2020, we employ more than 500 dedicated professionals including more than 60 credentialed practitioners on our staff. Approximately 95% of our physicians are board certified.
- In 2020, the staff at the Sauter Birthing Center welcomed 328 newborns – 155 boys and 173 girls. Of the 328 newborns, there were 6 sets of twins.
- Our Emergency Department responded to more than 10,000 patients presenting at the LRH ED.
- The dedicated providers of LRH’s Physician Practices served 75,873 visits in 2020.
- Our Diagnostic imaging staff provided 23,997 radiology exams in 2020.
Giving Back to the Region We Serve

As a not-for-profit community hospital, Littleton Regional Healthcare is dedicated to improving the health and quality of life of the individuals and communities we serve. Our community benefit activities are fundamental to that mission. Each year, LRH develops a Community Benefits Plan that seeks to identify unmet existing health needs in the community, and needs identified during COVID-19, a nationwide pandemic. Each day, our staff, physicians, and volunteers work together to meet those needs through quality health services, wellness and educational initiatives, and charity care. We are fortunate to partner in many of these initiatives with organizations that share our vision for a healthier community.

Here are a few ways that LRH has given back to the community this year:

- Birth & Parenting Programs
- Financial Assistance/Charity Care
- Community Health Education
- Community Health Services
- COVID-19 Pandemic Regional Support
  - Screenings
  - Up-to-Date Information
  - COVID-19 Hotline
- Emergency Medical Services (EMS) Conference
- Healthcare Support Services
- Mom’s Morning Out Support Group for new moms
- Palliative Care Education
- Patient Transportation Services (Care-A-Van)

In 2020, LRH committed $4.6 Million in community benefits and charitable health care along with programs and services for patients and their families in the communities we serve.

Financial Health

Statement of Revenue & Expenses

For Fiscal Year Ending September 30, 2020 and 2019 (Dollars)

<table>
<thead>
<tr>
<th>INCOME</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges to Patients for Services</td>
<td>$35,648</td>
<td>$34,783</td>
</tr>
<tr>
<td>Services to outpatients</td>
<td>$145,539</td>
<td>$147,635</td>
</tr>
<tr>
<td>Total amount of charges</td>
<td>$175,181</td>
<td>$181,908</td>
</tr>
<tr>
<td>- Less government program reductions and discounts</td>
<td>$16,215</td>
<td>$16,614</td>
</tr>
<tr>
<td>- Less patients who are unable to pay for our services</td>
<td>$1,390</td>
<td>$1,384</td>
</tr>
<tr>
<td>Therefore we have received or will receive from patients or from those paying on their behalf:</td>
<td>$72,064</td>
<td>$90,960</td>
</tr>
<tr>
<td>IRS stimulus revenue</td>
<td>$5,875</td>
<td>$0</td>
</tr>
<tr>
<td>Other operating income</td>
<td>$2,968</td>
<td>$5,871</td>
</tr>
<tr>
<td>Thus, we have received, or will receive a total of</td>
<td>$85,908</td>
<td>$96,831</td>
</tr>
</tbody>
</table>

EXPENDITURES

For salaries, employee benefits, and the services of physician specialists | $9,350 | $10,000 |
| Medical and surgical supplies, drugs, food, and other expenses | $31,550 | $31,810 |
| Heat, water, and electrical services | $1,950 | $2,000 |
| Insurance and interest expenses | $2,300 | $2,200 |
| This year’s use of buildings and equipment | $4,415 | $4,400 |
| Earnings from operations to repay our debt and reinvest in the hospital's future | $3,024 | $3,017 |
| Therefore, this total is equal to the income received | $97,949 | $99,161 |

Patient Testimonials

"We found a safe and caring place to have our baby." – Amy Mancini

For Amy and Bob Mancini, Littleton Regional Healthcare holds a special place in their hearts for two very special reasons. Both of their children, James and Ava, were born at the hospital.

Despite the COVID-19 pandemic, Amy had no concerns about delivering Ava, who was born April 28. “Safety is the hospital’s primary concern,” she says. “They take the temperature of every visitor and ask if they’ve had any symptoms. And they limit visitors to just one birthing partner. For me, it was really a blessing in disguise. My experience was very intimate and quiet. For three days, it was like I was in my own personal oasis away from the world. I felt very safe from start to finish.”

"With everyone worried about COVID-19, I found the best hospital to keep me safe!” – Wendy Fahlbeck

Even in the middle of the COVID-19 pandemic, Wendy Fahlbeck had no worries about her July 10th visit to Littleton Regional Healthcare. Wendy needed two outpatient procedures performed: an esophageal endoscopy and her first colonoscopy.

“I researched nearby hospitals and, to me, Littleton Regional Healthcare was the best prepared to ensure my safety,” Wendy says. “They tested me for COVID-19 the day before my appointment, and the entire staff wore masks and gloves during my visit. They also limited the number of people in the hospital, so it was easy for my husband, Mark, and I to practice social distancing. We always felt safe there.”

"We trust Littleton Regional Healthcare to keep our family safe.” – Ryan & Mira Carlaw

When Mira and Ryan Carlaw moved their family from southern New Hampshire to the Littleton area in late May, they needed to change their primary care providers. They talked to several people, who all recommended North Country Primary Care, Littleton Regional Healthcare’s designated Rural Health Clinic.

“We wanted something close to us, and it’s so convenient that North Country Primary Care is located in the same building as the hospital,” Mira says. “We also wanted a place that took the necessary precautions to keep our family safe during the COVID-19 pandemic.”

Ryan and Mira’s children, Ty (6) and Kya (4), both see Kate Noel, APRN of NCPC. “We felt very comfortable and safe there. And Kate had a great demeanor with the kids. They really liked her, and I was very happy with the care she provided”, added Ryan.
This allowed for timely and efficient decisions made by key leaders representing various departments throughout LRH. COVID-19 presented new challenges unlike anything we have seen in our long history.

COVID-19 Vaccine
LRH monitored developments related to a COVID-19 vaccine very closely leading up to the official notice we received in early November that at least one vaccine was authorized for use and would become available soon. In mid-December, LRH received our first disbursement of vials and administering the vaccine to our high-risk employees began shortly thereafter. The U.S. Government and State of New Hampshire dictated the vaccine distribution and we are required to follow the mandated phased distribution plan. We are hopeful that in the coming months, most high-risk groups will have the opportunity to receive the COVID-19 vaccine. As of December 2020, the information available is very limited, but LRH remains committed to keeping our patients and community informed.

24/7 LRH COVID-19 Hotline
Another action LRH took early was to establish a 24/7 hotline, available for anyone to contact our clinical leadership with questions or concerns related to COVID-19. We felt a responsibility to provide this resource to the North Country and anyone seeking information.

Patient Safety
Our commitment to patient safety is greater than ever. LRH took necessary steps and exceeded recommended safety guidelines to keep our patients, staff, and community protected. Universal masking and screening policies, rearranged areas of our facilities, reconfigured airflow in our clinical units, and expanded tele-health capabilities are just a few changes we made in response to COVID-19.

Healthcare Heroes
Our staff reported to the frontlines of this health crisis every day, putting themselves and their families at risk. We adjusted staffing levels to meet volumes as needed and prepared for suspected increases in COVID-19 positive patients. Our staff remained dedicated to LRH and providing the highest quality care to our patients with each and every challenge COVID-19 presented.

Surge Preparation
LRH worked closely with health officials to prepare for a possible surge of COVID-positive patients. An Alternative Care Site was established in conjunction with the NH National Guard in anticipation of such a surge, but fortunately, as of December 2020, these overflow measures have not been needed. LRH took necessary steps to prepare areas of our facility to accommodate COVID-19 positive patients, including operating distinct COVID and non-COVID units to keep patients separate.

Community Support
The unwavering commitment of our staff to patient care and safety did not go unnoticed. LRH received an outpouring of community support from individuals and other local businesses. From handmade masks to generous treats to recognize our frontline workers, we were overwhelmed with gratitude and deep appreciation for every gesture, act of kindness, or token of support.

Drive-Up Testing
LRH made it a priority to offer widespread COVID testing. Partnering with ClearChoiceMD Urgent Care, a physician-owned and NH based urgent care center, allowed us to assemble two drive-up testing sites early on. Our no-hassle approach made testing accessible to anyone, with no appointment or outside referral required. As of December 2020, over 16,000 tests had been administered through these sites.

Patient Information
LRH invested in the education of our community and patients through digital and print communications and public outreach. We worked hard to provide information and resources related to COVID-19 and updates on our operations as we implemented changes. We wanted our patients and our community to know it was safe to receive care at LRH and wanted them to continue with routine or specialty care whenever possible.

Welcome!
Littleton Regional Healthcare welcomed several highly skilled medical professionals in 2020, including:

Michael Lazarczyk, Au. D. – Audiology
LRH welcomed Michael Lazarczyk, Au. D. in January of 2020. His clinical areas of interest include pediatric and adult hearing evaluations, technology and hearing aid advancements, newborn screenings, diagnostics, and treatment, among others.

Jonathan Lambrier, MD – Gastroenterology
LRH Gastroenterology welcomed Dr. Jonathan Lambrier in February of 2020. Dr. Lambrier performs upper endoscopes as well as colonoscopy, and treats a variety of digestive problems and diseases of the liver and pancreas.

Daniel Underbakke, MD – General Surgery
Dr. Daniel Underbakke joined the Surgical Associates at LRH in August. Dr. Underbakke is specially trained to provide a range of diagnostic and treatment services, most of which can be done through minimally invasive techniques.

Michael Rhodes, MD – Hospital Medicine
Dr. Michael Rhodes joined the team of Hospitalists at LRH in September. As a Hospitalist, Dr. Rhodes is responsible for the in-hospital care of our patients. He is board-certified in Internal Medicine.

Kylee Finn, MD – Family Medicine
Dr. Kylee Finn joined North Country Primary Care, LRH’s designated Rural Healthcare Clinic, in August. Dr. Finn cares for both adults and children over the age of 12, providing wellness exams and management of acute and chronic conditions.

To learn more about the healthcare providers at Littleton Regional Healthcare, visit the Medical Directory available at: www.littletonhealthcare.org.
Dear Friends of the LRH Auxiliary,

As all of you are aware, 2020 has been quite a challenging year for everyone. Our fundraising efforts came to an abrupt halt in March, with very little money coming in since. However, our mission in our bylaws states that we are “to work in support of Littleton Regional Healthcare (LRH) by raising and distributing funds, and providing volunteer service for patient and community-related LRH projects, healthcare education and scholarships.” We feel very strongly about that commitment.

So many of our beloved traditions and fundraising events were cancelled this year because of the virus and the restrictions put in place, but we made those difficult decisions to keep our members and community safe. With a bit of creativity and ingenuity, and the dedication of our members, we were still able to hold some fundraising initiatives in alternative ways. Our main source of fundraising is through the Moose Ledge Gift Shop and Kiosk, which both closed in March due to COVID-19 and have remained closed since. However, because of the generosity of all of you in the past and with wise investments, we are still solvent and supporting LRH in many ways. In the 2020 calendar year, we were able to provide:

- Over $1,700 for the “Reach Out and Read” literacy program, donating books for our local young readers.
- More than $1,000 to supply sweat suits for the Emergency Department and other patients needing a change of clothing readily available to go home in.
- $10,000 towards the Care-A-Van program.
- Scholarships in the amount of $17,000 for local high school students and LRH employees who are pursuing or furthering studies in a healthcare career. We have also pledged another $17,000 for the 2021/2022 school year to more recipients.
- And $5,000 for the LRH employees to be celebrated and thanked for all of their diligence and hard work during the current health crisis.

Your continued support of our Auxiliary is very important to us. When this health crisis is over and we open our gift shop and start holding our fundraisers again, I hope you will join us, shop with us, or make a gift to the LRH Auxiliary. Your support matters. We wouldn’t be able to do it without all of you. Thank you for everything.

Gratefully,

Laurie Morgan
LRHA President

Fundiing Makes a Difference

Dear LRH Family & Friends,

Each year, individuals, corporations, local businesses, LRH’s Board of Trustees, Medical Staff, LRH Auxiliary and volunteers, and LRH staff generously support Littleton Regional Healthcare through a variety of fundraising efforts. Support came in many forms in 2020 - from special treats to fuel the morale of our healthcare heroes to special events to recognize the hard-work and dedication of everyone on the frontline, we appreciate your contribution.

The support was needed this year more than ever as LRH responded to the COVID-19 pandemic that strained hospitals and other healthcare settings across the country. We were overwhelmed with the outpouring of community support and generous donations we received. Many of our typical fundraising efforts were cancelled due to the restrictions in place for COVID-19, but for our largest fundraising event, the Dr. Moose Golf Tournament, we were able to host a virtual alternative which netted a remarkable $1,000,000. Long-time supporters and new donors alike were eager to provide the much needed financial assistance in support of our fight against COVID-19.

Each gift, regardless of size, makes a difference to our patients, their families, physicians, and the staff at LRH. Whether you made an outright donation through a direct mail campaign, honored the memory of a loved one, provided in-kind service, sponsored or participated in a special event or purchased raffle tickets, thank you all for making our 2020 fundraising efforts, although different, still a success.

Funds raised this year supported areas such as:

- Born to Read and Reach Out & Read Literacy Programs
- Campus Renovations and Operational Changes
- Cardiac Laboratory Equipment
- Support and Celebrations for our Healthcare Heroes
- Scholarships for Nursing and Clinical Staff at LRH
- LRH Helping Hands Fund – Employee financial assistance
- Campus Renovations and Operational Changes
- Born to Read and Reach Out & Read Literacy Programs
- Campus Renovations and Operational Changes
- Cardiac Laboratory Equipment
- Support and Celebrations for our Healthcare Heroes
- Scholarships for Nursing and Clinical Staff at LRH
- LRH Helping Hands Fund – Employee financial assistance

Again, thank you to every person and business who generously supports Littleton Regional Healthcare. We are grateful for your help during these trying times.

Respectfully,

Ashley Garrison
Fundraising Committee Chair

Gail P. Clark
Director of Marketing & Community Relations

You can make a difference today by donating at www.littletonhealthcare.org/donate.

The LRH Healthcare Heroes enjoyed a very generous donation by the Girl Scouts of the Green and White Mountains of 50 cases of Girl Scout cookies. The cookies were delivered to LRH by Peggy Farno, Board Member on the left and Kristine Amy, Operations Manager on the left.

Polly’s Pancake Parlor donated delicious muffins for our Medical Surgical Unit, Obstetrics, Emergency Department, and Intensive Care Unit. Thank you everyone at Polly’s for fueling our front line workers!

These were just a few of many generous donations received in 2020 by caring businesses and individuals. LRH is fortunate to serve the North Country region of New Hampshire.

Front cover, LRH Auxiliary hosted a Holiday Basket Raffle with the help of the Marketing & Community Relations Department at LRH. The event raised over $4,000 which directly supports LRH. The LRH Auxiliary got creative to provide volunteer service for patient and community-related LRH projects, healthcare education and scholarships. We feel very strongly about that commitment.

The support was needed this year more than ever as LRH responded to the COVID-19 pandemic that strained hospitals and other healthcare settings across the country. We were overwhelmed with the outpouring of community support and generous donations we received. Many of our typical fundraising efforts were cancelled due to the restrictions in place for COVID-19, but for our largest fundraising event, the Dr. Moose Golf Tournament, we were able to host a virtual alternative which netted a remarkable $1,000,000. Long-time supporters and new donors alike were eager to provide the much needed financial assistance in support of our fight against COVID-19.

Each gift, regardless of size, makes a difference to our patients, their families, physicians, and the staff at LRH. Whether you made an outright donation through a direct mail campaign, honored the memory of a loved one, provided in-kind service, sponsored or participated in a special event or purchased raffle tickets, thank you all for making our 2020 fundraising efforts, although different, still a success.

Funds raised this year supported areas such as:

- Born to Read and Reach Out & Read Literacy Programs
- Campus Renovations and Operational Changes
- Cardiac Laboratory Equipment
- Support and Celebrations for our Healthcare Heroes
- Scholarships for Nursing and Clinical Staff at LRH
- LRH Helping Hands Fund – Employee financial assistance

Again, thank you to every person and business who generously supports Littleton Regional Healthcare. We are grateful for your help during these trying times.

Respectfully,

Ashley Garrison
Fundraising Committee Chair

Gail P. Clark
Director of Marketing & Community Relations

You can make a difference today by donating at www.littletonhealthcare.org/donate.

Due to COVID-19, the Moose Ledge Gift Shop closed in March of 2020. The LRH Auxiliary got creative to continue raising funds to support LRH. In December, the LRH Auxiliary hosted a holiday basket raffle with the help of the Marketing & Community Relations Department at LRH. The event raised over $4,000 which directly supports LRH programs and services.
We also wish to recognize the quiet dedication of individuals who make contributions to LRH but wish to remain anonymous.

A.B. Excavating, Inc.
Anonymous
Summit Donors
Woodsville Guaranty Savings Bank

President’s Circle ($1,000 - $4,999)
Mr. and Mrs. Jared Vandenbroek
Mr. and Mrs. S. Jeffrey Burt

Mr. and Mrs. Jared Vandenbroek
Mr. and Mrs. S. Jeffrey Burt

President’s Circle ($1,000 - $4,999)
Mr. and Mrs. Jared Vandenbroek
Mr. and Mrs. S. Jeffrey Burt

Mr. and Mrs. Jared Vandenbroek
Mr. and Mrs. S. Jeffrey Burt