

# LAMPREY HEALTH CARE



A YEAR OF

# *TRANSITIONS*

2018 ANNUAL REPORT

# Board of Directors

We are proud to be governed by a volunteer, consumer dominated Board of Directors, comprised of patients and local citizens who are dedicated to our communities' health and wellbeing.

## OFFICERS

**President:** Mark Howard, Esq.

**Vice President:** Frank Goodspeed

**Treasurer:** Arvind Ranade

**Secretary:** Thomas "Chris" Drew

**Immediate Past President:** Audrey Ashton-Savage

## MEMBERS

Elizabeth Crepeau

Landon Gamble, DDS

Robert Gilbert

Raymond Goodman, III

Amanda Pears-Kelly

Carol LaCross

Lara Rice

Wilberto Torres

Laura Valencia

Robert Woodward

Michael Merenda (Member Emeritus)

## WELCOMING OUR NEWEST BOARD MEMBER

Ms. Laura Valencia was appointed to the Lamprey Health Care Board of Directors in 2018. Ms. Valencia holds degrees from Rivier University in psychology, with a minor in social work, and in biology. She has worked as a Child and Adolescent Case Manager at Greater Nashua Mental Health Center, as well as internship positions at Webster House and Marguerite's Place.

"I am excited that Laura is joining our Board of Directors," said Mark E. Howard, Esq., President of the Board. "Her demonstrated commitment to the community and her professional training and education will be an exciting asset to the organization."

In addition to her professional background, Ms. Valencia has a commitment to the community as reflected through her volunteer contributions at the Nashua Soup Kitchen, Ledge Street Homework Help, and Titan Pantry. Upon accepting appointment to the Board, Ms. Valencia said, "I am thankful for the opportunity to serve on the board of an organization with such an admirable mission. I hope to serve as a voice for the patients of Lamprey Health Care. In the future, I hope to continue helping people improve their quality of life and well-being as a physician."



*Laura Valencia, 2018 Board appointee.*

# Leadership Report

Change is never easy. It can be uncomfortable, frustrating, and get in the way of carefully laid plans. When your business has been around for 47 years (and counting), you quickly learn that change is the norm. By promoting a culture that embraces transitions, you create opportunities and continue to move toward your goals.

**"PEOPLE WILL TRY TO TELL YOU THAT ALL THE GREAT OPPORTUNITIES HAVE BEEN SNAPPED UP. IN REALITY, THE WORLD CHANGES EVERY SECOND, BLOWING NEW OPPORTUNITIES IN ALL DIRECTIONS, INCLUDING YOURS." - KEN HAKUTA**

Retirement of key team members has been a change that Lamprey Health Care has faced numerous times in recent years. We're fortunate to have so many staff who count their tenure not by years, but by decades. While we don't like saying goodbye, we cannot deny that they certainly deserve a happy retirement, and it is with that bittersweet sentiment that we say farewell to Dr. Paul Friedrichs (pg. 6-7). Additional retirements include Billing Department staff Joanne Hayes (24 yrs) and Susan Webster (20 yrs), and Clinical Director Nicole Watson, BSN, RN (18 yrs).

Of course, with change comes opportunity, and we were thrilled to announce Dr. Vasuki Nagaraj as the agency's new Chief Medical Officer (CMO). Dr. Nagaraj has been with Lamprey Health Care since 2008 and was a natural fit for the CMO role, left open by the retirement of Dr. Sally Oxnard. (pg. 5)

Transitions this past year haven't been limited to staff. We actively respond to changes in the community. To meet the behavioral health needs of patients, we worked with community partners to launch InteGreat Health in the spring of 2018 (pg. 4). We also saw the completion of the first cohort of the Nurse Practitioner Fellowship Program (pg. 6-7).

As we look to 2019, we will continue to explore ways to embrace the natural business transitions of an agency that is almost five-decades young, and to create opportunities for growth. On the horizon is the opportunity to expand our Nurse Practitioner Fellowship Program to other regions in New Hampshire as well as additional health programming, such as the anticipated spring 2019 launch of Medication Assisted Treatment.

Above all, we look forward to continuing our work in collaboration with local partners, as a model for community based quality health care – accessible to all.



## EXECUTIVE TEAM

Gregory White, CPA  
Chief Executive Officer

Evalie Crosby, CPA, FHFMA  
Chief Financial Officer

Paul Brimigion  
Chief Information Officer

Vasuki Nagaraj, MD, MPH, FAAFP  
Chief Medical Officer

Terri Burdick  
Site Director, Newmarket and  
Raymond

Francine Desalvo  
Site Director, Nashua

Sue Durkin, RN  
Director of Quality Improvement &  
Population Health Management

Ana Goubert, MD  
Associate Medical Director

Jody Pollack  
Human Resources Director

Paula Smith, EdD  
Southern NH Area Health  
Education Center

Nicole Watson, BSN, RN  
Clinical & Risk Management  
Director

OUR MISSION: PROVIDE HIGH QUALITY PRIMARY CARE AND HEALTH RELATED SERVICES, WITH AN EMPHASIS ON PREVENTION AND LIFESTYLE MANAGEMENT, TO ALL INDIVIDUALS REGARDLESS OF ABILITY TO PAY.



# Transitions in The Delivery of Care

In May of 2018, in collaboration with Greater Nashua Mental Health (GNMH), we launched InteGreat Health. The program was based on two simple concepts:

- It should be easy for patients to access care.
- Good physical health and good mental health go together.

This is the basis of InteGreat Health. We have co-located and integrated primary care services at the GNMH, the local community mental health center in Nashua. With InteGreat Health, patients are able to access primary care services and behavioral health services at the same time and in the same location. Patients benefit from:

- 24 hour crisis intervention for behavioral health care
- Mental health counseling and community support services
- Primary health care and screening tests
- Substance use disorder treatment services
- Chronic disease care (high blood pressure, asthma & diabetes)
- Programs to quit smoking and lose weight

Since the program's launch we have seen increased patient demand month after month, and exceeded our first year program goals. InteGreat Health began with Kaleigh McA'Nulty, PA-C providing care at GNMH one day a week. However, it quickly became apparent that more hours were needed to meet the demand. In 2019, we will be increasing the program's hours with the addition of Melissa Marshall, PA-C.

The early success of InteGreat Health has led to our involvement in the statewide initiative, ProHealth NH. The ProHealth NH program focuses on smoking cessation and promoting healthy body mass index (BMI) goals. The initiative will target at risk populations such as the deaf and hard of hearing, LGBTQ, refugees, and youth and young adults.

Thank you to all our community partners for their contributions to the early success of InteGreat Health. It is truly a shared community success.

128



Active InteGreat Health Patients

293



Visits provided to InteGreat Health Patients

2X



Doubled hours of operation (4 hours in 2018, doubled to 8 in the Spring of 2019)

*InteGreat Health data is based on the first program year, 5/1/18 to 4/30/19.*

# Transitions in Medical Leadership

In 2018, Sally Oxnard, MD, Chief Medical Officer (CMO) and pediatrician in our Newmarket center, stepped down to enjoy a well-deserved retirement. While we were sad to see her leave, we were also excited that Vasuki Nagaraj, MD, MPH, FAAFP was ready to step into the CMO role. Dr. Nagaraj joined Lamprey Health Care in 2008. He is a Family Physician at our Nashua center, becoming the Nashua Center Medical Director in 2012.

The CMO is a key position within a healthcare agency, responsible for hiring and supervising provider staff. They are also responsible for clinical standards of practice, clinical quality and oversight of provider credentialing and privileging. Knowing that Dr. Oxnard was approaching retirement, Dr. Nagaraj worked closely with her to learn about the administrative and corporate level requirements of the position. "Sally was a wonderful mentor to learn the ropes from," he said. "She has been my go-to person, and she has a wealth of institutional knowledge."

Gregory White, Lamprey Health Care Chief Executive Officer, praised Dr. Nagaraj, "In his previous work in our organization he has utilized his good humor and engaging assertiveness to support the work of the staff and providers of the Nashua Center, the group he always refers to as 'Team.' His tireless work ethic, energy, and compassion make him a natural fit for this critical leadership position."



*Dr. Nagaraj (right) and his wife at the 2017 Bi-State Primary Care Annual Conference, where he received the Hunt Blair Leadership Award.*

## SERVICES

### COMPREHENSIVE CARE

- Primary Care
- Prenatal / OB/GYN Care
- Behavioral Health Program
- InteGreat Health Program
- Substance Use Disorder Screening & Counseling
- Chronic Disease Care
- Nutrition Education
- Care Coordination
- Teen Clinic (Nashua)
- Health Education and Outreach
- Social Services and Case Management

### COMMUNITY PROGRAMS

- Senior Transportation Program
- Tots & Teeth
- Baby Steps
- School Based Dental Program
- Reach Out and Read
- Breast and Cervical Cancer Program (NH BCCP)
- Nurse Practitioner Fellowship Program
- Prenatal & Parenting Classes
- Chronic Disease Classes
- Nutrition and Exercise Classes
- Seacoast Public Health Network
- Southern NH Area Health Education Center

This project is part of a collaborative effort of the greater Nashua region Integrated Delivery Network (IDN 3), as part of New Hampshire's Building Capacity for Transformation 1115 Medicaid Waiver, funded by the Centers for Medicare and Medicaid (CMS) through the NH Department of Health and Human Services.



# Transitions in Workforce Development

Workforce shortages have been an ongoing challenge for the health care industry for the last decade, and it was clear we needed to get creative to meet our patients' needs.

*"At Lamprey Health Care, we have always been interested in helping to train clinical providers." Paul Friedrichs, MD*

Dr. Friedrichs, Family Physician at Lamprey Health Care for over 30 years, was a lead proponent in developing the Nurse Practitioner Fellowship program at Lamprey Health Care, the only one of its kind in NH. Planning began in 2015 when Dr. Friedrichs attended a conference where speakers discussed similar programs in other states. Paula Smith, EdD, director of Southern NH Area Health Education Center, began collaborating with Dr. Friedrichs to bring the program to Lamprey Health Care.

After three years of planning and hard work the program was ready to launch, and Dr. Smith now serves as the NP Fellowship Administrative Director. The program welcomed the first cohort, Candice Ellis, AGNP and Judith Casey, AGNP in 2017-18, giving these new nurse practitioners a year to practice under the guidance of a preceptor.

*"The additional training has been beyond expectation. It's been rewarding to have repeat patients and when they 'thank you', it means so much." Judith Casey, MSN, AGNP, First Year Fellow*

The goal of the Lamprey Health Care Fellowship Program is to increase the number of qualified and confident nurse practitioners by giving them additional experience and mentoring time while providing care to patients. The fellowship training is extensive and includes continuity clinics, where NPs see a panel of patients, following and coordinating their care. They also see patients in mentored clinics and at specialty clinical rotations.

*"The program brings continuity. The fellows see patients two days a week and they can follow their progress. They learn from the experience of their preceptor, in a mentoring setting." Paula Smith, EdD*



*Judith Casey, MSN, AGNP celebrates completing the inaugural program year.*



*Rajae Raji, APRN at an orthopedic rotation.*



*Dr. Friedrichs leads the weekly education session.*

The program is rounded out with weekly education sessions. Clinical rotations are typically in areas of high-volume / high burden / high risk situations that NPs most commonly encounter in providing community based primary care. This includes specialties such as orthopedics, dermatology, women's health, pediatrics, geriatrics, newborn care, infectious disease, healthcare for the homeless, and behavioral health for children adolescents, and adults.

*"We want to have time for them to learn the tips of the trade, about the challenges of diagnosis and continuity of care." Paul Friedrichs, MD*

Primary care agencies face staffing challenges, needing NPs to provide patient care but not always able to invest in the training required for new NPs. The Fellowship Program model allowed Lamprey Health Care to make this investment so we can realize the potential long-term impact, not only for our agency but also for a higher trained workforce throughout the state and region.

*"NP fellowship programs are fairly uncommon. My experiences, and the mentorship I received, have been invaluable in setting the stage for my career." Candice Ellis, AGNP, First Year Fellow*

In September 2018, we welcomed the second NP Fellowship cohort; Rajae Raji, APRN, Caille Sousa-Roy, MS, FNP-BC, CNP, APRN, and Jill Worden RN, APRN. We are thrilled the program has been so well received, yet it is bittersweet. After more than 30 years of providing primary care in the Seacoast area and setting the foundation for the next generation, Dr. Friedrichs retired in January 2019. We are thankful for his vision, guidance, and dedication to high quality care for all.

## BEYOND PRIMARY CARE

To meet patient needs we work with community partners to bring additional medical services into our facilities.

Services are available to our patients through collaborations with community partners.

### QUEST DIAGNOSTICS

Laboratory services are available at all our main locations. No appointment is needed for lab services. The lab is available weekdays starting at 7:30 am.

### EXETER HOSPITAL

Radiology, and occupational & physical therapy are available at our Newmarket and Raymond centers.

### SEACOAST MENTAL HEALTH CENTER

A pediatric therapist provides adolescent counseling at our Newmarket and Raymond centers each week.

### GREATER NASHUA MENTAL HEALTH

Integrated primary care and behavioral health services are available to our Nashua patients at Greater Nashua Mental Health through InteGreat Health.

*"IT'S AN INCREDIBLE CHALLENGE TO GO INTO PRACTICE AS A RECENT NP GRADUATE. MANY AREN'T READY FOR THE WORKLOAD VOLUME. I THINK LAMPREY HEALTH CARE WILL REAP THE HARVEST IN HELPING NPs BECOME BETTER SKILLED AND MORE COMPETENT."*



# By the Numbers

## ABOUT OUR PATIENTS

Our patients come from over **40** communities in Rockingham, Hillsborough and parts of Strafford Counties.

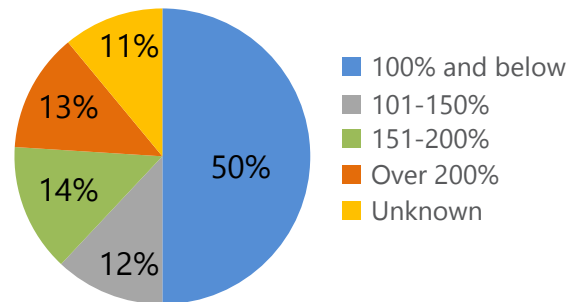
Approximately **76%** of our patients are at or below 200% of the Federal poverty level

Across our three centers, **19%** of our patients are uninsured. This number is higher at our Nashua center where **33%** of our patients are uninsured.

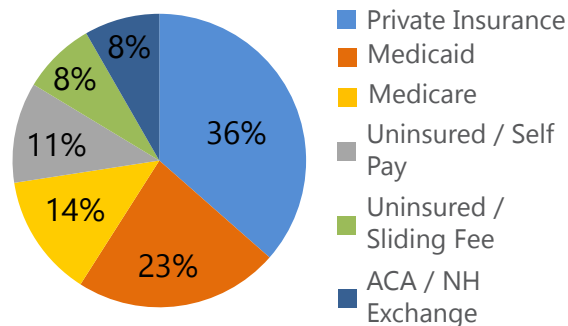
## NUMBERS SERVED

- 16,262** Total patients served
- 68,940** Total patient visits
- 1,154** Patients receiving behavioral health services
- 478** Patients receiving prenatal care
- 1,535** Patients receiving diabetes care
- 1,723** Patients receiving asthma care
- 191** Women enrolled and screened in the Breast Cancer & Cervical Cancer Program (BCCP)
- 453** Nutrition education visits
- 1,591** Case management & community education visits
- 3,619** Patients receiving interpretation services
- 3,388** Children receiving school-based dental education
- 2,405** Children receiving school-based dental screening
- 5,617** Rides provided to elderly and disabled residents
- 2,000+** Books provided to pediatric patients, ages 6 mo - 5 yr
- 953** Homeless patients served
- 418** Veterans receiving health care and care management

## HOUSEHOLD INCOME AS % OF FEDERAL POVERTY GUIDELINES



## INSURANCE SOURCE



*US Senator Jeanne Shaheen attended a patient listening session at a visit to our Newmarket Center during National Health Center Week.*

# A Tradition of Quality Care

Over the years, Lamprey Health Care has been committed to providing our patients with the high level of care they deserve and expect. But how do we do this?

Lamprey Health Care's Quality Improvement and Assurance Committees maintain a core list of clinical quality measures that are trended over time and reviewed at least quarterly. The areas we monitor include measures throughout the life cycle. This means we look at all patients from prenatal, to pediatrics, all the way through adults and geriatric patients. We also monitor chronic illnesses such as diabetes, asthma, and coronary artery disease.

By watching these key areas, we can see how we are performing and make adjustments to our treatment approach. Our Quality Program is the genesis of many of our program interventions such as the Chronic Care Management Program and our health education classes and workshops.

Lamprey Health Care consistently receives recognition for our high level of care. We are a level III certified Patient Centered Medical Home (PCMH) through the National Committee for Quality Assurance (NCQA) and have been since 2009. Lamprey Health Care is presently in the process of renewing certification for all sites in 2019. Before receiving NCQA recognition, we had been accredited by the Joint Commission since 1999.

Lamprey Health Care is also recognized as a Health Center Quality Leader by the US Department of Health and Human Services, Health Resource and Services Administration for 2018, 2017, and 2016. We have been awarded quality and Patient Centered Medical Home based supplemental grant awards every year since 2014.

What does all that mean? That we never stop working to make sure our patients receive the best care possible.



**96%**  
Patients ages 5-64 with persistent asthma on anti-inflammatory medication (Goal >82%)



**73%**  
Patients with coronary artery disease on lipid lowering therapy during last year (Goal >72%)



**7.4%**  
Low birth weigh babies delivered, weighing less than 2,500 g (Goal <7.5%)



**92%**  
Prenatal patients received postpartum depression screening (Goal >67%)



**69%**  
Patients age 65+ screened for fall risk at least once in last year (Goal >68%)

Goals are based on benchmarks set by the US Public Health Service HRSA, and the NH DHHS Maternal and Child Health Dept.

"I HAD A GREAT EXPERIENCE AT LAMPREY HEALTH CARE. EVEN THOUGH I WAS A NEW PATIENT, THEY MANAGED TO GET ME IN RIGHT AWAY BECAUSE OF AN ISSUE I WAS HAVING. I HAVE A SERIOUS AUTO IMMUNE DISEASE THAT I HAVE BEEN STRUGGLING WITH FOR MANY YEARS AND DR. BRAUN WAS COMPASSIONATE, INTERESTED AND CONCERNED. LIVING WITH CONSTANT PAIN IS A DAUNTING EXISTENCE FOR MANY REASONS. I AM SO GRATEFUL TO HAVE FINALLY FOUND A DOCTOR THAT IS COMPETENT AND CARING. IT MEANS SO MUCH TO MY QUALITY LIFE AND GIVES ME HOPE THAT I HAVE SOMEONE LOOKING OUT FOR MY BEST INTEREST. DR. BRAUN ALSO HAD A WONDERFUL ASSISTANT WHO IS PATIENT, KIND AND TRULY LISTENS TO MY CONCERNS. THANK YOU BOTH SO MUCH!" - SANDRA A.

# Sources of Funding

LAMPREY HEALTH CARE RECEIVES FUNDING FROM A VARIETY OF SOURCES, INCLUDING;

- |  |                     |
|--|---------------------|
| Federal, State and Local government grants | Private insurances  |
| Donations from businesses and individuals  | Patient fees        |
| Medicaid                                   | Private foundations |
| Medicare                                   |                     |

WE THANK THE FOLLOWING HEALTH CARE HEROES FOR THEIR 2018 SUPPORT.

- US Public Health Service, HRSA
- NH Department of Health and Human Services,
  - Bureau of Elderly and Adult Services
  - Breast and Cervical Cancer Program
  - Bureau of Drug and Alcohol Services
  - Division of Public Health Services
- NH Department of Transportation, DART
- Bi-State Primary Care Association
- Dartmouth College, HRSA, Bureau of Health Professions
- Endowment for Health
- Exeter Hospital
- IDN 3 Greater Nashua Region
- IDN 6 Strafford County / Seacoast Region, Connections for Health
- Lowell Five Cent Bank
- City of Manchester
- City of Nashua, Citizen's Advisory Commission
- Nashua Rotary West
- NH Charitable Foundation
- Rotary Club of Manchester
- T. Rowe Price, Roland and Joan Theberge



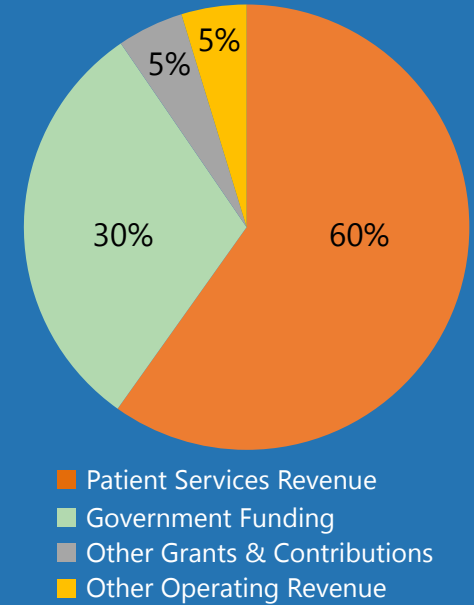
A young participant from our annual 5K Road Race channeling her inner "Health Care Hero."

# Financial Statement

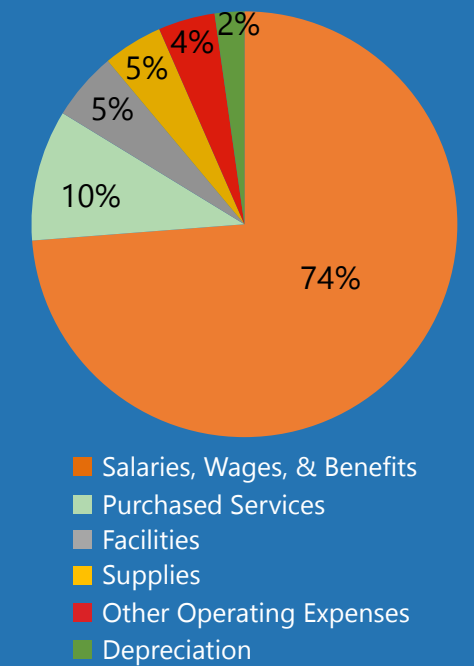
## REVENUE

<b>FEE FOR SERVICES PROVIDED</b>	
Net Patient Services Revenue	\$ 7,744,569
Other Patient Related Revenue	\$ 201,111
<b>GOVERNMENT FUNDING</b>	
Federal	\$ 3,470,846
State	\$ 1,137,443
Local	\$ 136,627
<b>GRANTS &amp; CONTRIBUTIONS</b>	\$ 747,362
<b>MISCELLANEOUS</b>	
Other Operating	\$ 731,317
Interest and Investments	\$ 1,814
<b>TOTAL REVENUE</b>	<b>\$ 15,498,245</b>
<b>EXPENSE</b>	
<b>Salaries, Wages &amp; Benefits</b>	\$ 11,629,759
<b>Purchased Services</b>	\$ 1,569,171
<b>Facilities</b>	\$ 816,102
<b>Supplies</b>	\$ 715,784
<b>Other Operating Expenses</b>	\$ 678,752
<b>Depreciation</b>	\$ 353,293
<b>Interest</b>	\$ 60,447
<b>TOTAL EXPENSES</b>	<b>\$ 15,823,308</b>
<b>NET</b>	<b>\$ (325,063)</b>

## OPERATING REVENUE



## OPERATING EXPENSES



10 WE THANK THE FOLLOWING COMMUNITIES FOR THEIR SUPPORT: AMHERST, ATKINSON, AUBURN, BARRINGTON, BRENTWOOD, BROOKLINE, CANDIA, DANVILLE, DEERFIELD, DURHAM, EAST KINGSTON, EPPING, FREMONT, GREENVILLE, HAMPSTEAD, HOLLIS, KINGSTON, LEE, MERRIMACK, NEWFIELDS, NEWMARKET, NEWTON, NORTH HAMPTON, NORTHWOOD, NOTTINGHAM, PLAISTOW, RAYMOND, SANDOWN, SEABROOK, STRATHAM, WILTON 11

## **Nashua Center**

22 Prospect Street  
Nashua, NH 03060  
(603) 883-1626



## **Newmarket Center**

207 South Main Street  
Newmarket, NH 03857  
(603) 659-3106



## **Raymond Center**

128 Route 27  
Raymond, NH 03077  
(603) 895-3351



## **InteGreat Health**

7 Prospect Street  
Nashua, NH 03060  
(603) 402-1501



## **Southern NH Area Health Education Center**

(603) 895-1514  
[www.snhachec.org](http://www.snhachec.org)



## **Seacoast Regional Public Health Network**

(603) 244-7360  
[www.nhphn.org](http://www.nhphn.org)



[www.lampreyhealth.org](http://www.lampreyhealth.org)