

CONCORD HOSPITAL COMMUNITY HEALTH IMPROVEMENT PLAN 2024 - 2026

Our Mission

Concord Hospital is a charitable organization which exists to meet the health needs of individuals within the communities it serves.

It is the established policy of Concord Hospital to provide services on the sole basis of the medical necessity of such services as determined by the medical staff without reference to race, color, ethnicity, national origin, sexual orientation, marital status, religion, age, gender, disability or inability to pay for such services.

The Concord Hospital Community Health Improvement Plan is intended to serve as a roadmap for the Concord Hospital health system over the next 3 years (2024 - 2026), in coordination with our community partners, for improving health and wellness in the Capital Area and Lakes Region of New Hampshire.

Foundational Goals for our Community Health Improvement Plan (CHIP):

- Reduce health disparities
- Improve health equity
- Apply a diversity, equity, and inclusion lens and trauma-informed principles to the CHIP work

Four Domains of Priority Community Health Needs

Access to Care: Improve equitable access and assistance with navigation to high quality and safe health care including primary care, behavioral health and oral health services.

Cost of Care: Reduce financial barriers to care by providing support for managing costs and linkage to resources for assisting with affordability of health insurance and medications.

Behavioral Health: Improve awareness of and connection to available mental health and substance use disorder services. Improve behavioral health outcomes, including mental health, suicide and substance use.

Thriving Community: Increase engagement and partnership between the Concord Hospital health system and other community-serving agencies to improve wellness by addressing health-related social needs impacting our service area.

The [2023 Capital Area & Lakes Region Community Health Needs Assessment \(CHNA\)](#), completed and approved by the Board on September 18, 2023, provides the basis of the CHIP. The CHNA was conducted with community partners using a variety of methods for community engagement and input to identify the significant health needs across our service area. In combination, the CHNA and the CHIP meet Concord Hospital's state and federal regulatory requirements for assessment and planning for Community Benefits.





Partners

in the CHNA and CHIP process have included the Community Action Program [Belknap-Merrimack Counties], the Capital Area Public Health Network - Granite United Way, Granite VNA, HealthFirst Family Care Center, Lakes Region Mental Health Center, the Partnership for Public Health, Riverbend Community Mental Health, Foundation for Healthy Communities, and the New Hampshire Department of Health and Human Services.

Health Equity is a Strategic Priority

Health equity means all people have a fair and just opportunity to be as healthy as possible.

The Concord Hospital strategic and community health improvement plans emphasize health equity by assuring:

- priority populations who experience health disparities are identified in our work through consistent collection of equity-related demographic data, measurement of health inequities and application of this information for improving health outcomes.
- health improvement plans include health care equity goals and action steps to achieve these goals.
- programs and resources for achieving our equity goals are identified.
- engagement of community partners and other key stakeholders in shared efforts for community health and wellness improvement.
- commitment and support of senior leadership for achieving health equity goals.
- continuous quality improvement including providing internal education to staff and providers around principles of Diversity, Equity and Inclusion (DEI), trauma-informed care, impact of disabilities, and cultural competency to reduce risks to our community from health disparities.

Alignment and Coordination with Community Partners

The Concord Hospital CHIP fosters strong partnerships and highlights the critical role of community partners to improve health outcomes in the Capital Area and Lakes Regions. The priorities elevated by the CHIP Steering Committee are intended to be implemented with strategies and actions that center equity, innovation, partnerships, and evidence-based application of data.

The Concord Hospital CHIP is aligned with community partners including the regional Public Health Networks (see the [Winnepesaukee Public Health Region Community Health Improvement Plan here](#)), state and other health improvement plans to ensure that the many social determinants of health are addressed. While Concord Hospital can lead efforts to address many of the identified needs in our service area, we also recognize that some issues require broad, collaborative responses beyond the mission and capabilities of a health system. Issues such as income and employment opportunities, education, environmental conditions, housing and social support networks are complex and require coordinated strategies and diverse approaches. (See the NH State Health Improvement Plan at [NH Lives Well.org](#))

AIM: Improve equitable access and assistance with navigation to high quality and safe health care including primary care, behavioral health and oral health services.

Strategies

Activities

Improve availability of primary and medical specialty care services:

- Continue recruitment for new primary care providers
- Assure all primary care practices are open for new patients
- Develop a new orthopedics practice

Improve affordability and availability of dental care services:

- Collaborate with Delta Dental on the mobile van for Medicaid patients;
- Increase dental providers and resources at the Laconia Dental Clinic;
- Explore collaboration opportunities with the NH Technical Institute dental program/dental clinic.

Address difficulty navigating the health care system and health care workforce shortages:

- Provide ongoing investment in nursing, providers, clinicians and all support staff to assure services are available for the community;
- Develop and implement a community health worker program;
- Connect with Apprenticeship NH and local community colleges for student apprenticeships;
- Increase engagement and collaboration with Granite VNA community health educators, County Navigator Programs and the Partnership for Public Health.

- Develop and open the Exit 17/Merchant’s Way Walk-In Primary Care Clinic.
- Improve digital access to CHMG practices including enhancing online scheduling capability and patient portal initiatives for digital access to provider feedback, results, and information.
- Increase care coordination with PCP(s) to provide whole person care, establishing connections with Electronic Health Records for messaging and medical record information.
- Evaluate the effectiveness and appropriateness of the geographic distribution of CHMG ambulatory practices.
- Continue to develop and optimize our clinical access to meet community needs including continued rebuilding of the primary care base in the Lakes Region.
- Evaluate expansion of the Family Medicine Residency with a “Rural Track” in the Laconia - Franklin service area.
- Increase Family Medicine primary care rotations in our community primary care practices.
- Create innovative ways to address workforce needs through development of system-wide interoperable roles.
- Embed education and training into the delivery of health care.

Additional Collaboration Opportunities: Improve navigation and linkage to services through ServiceLink, HealthFirst's Community Resource Specialists, CAPHN Community Health Workers, and the CH Transitional Care Management program in collaboration with Granite VNA; Explore opportunities for addressing workforce shortages through the HealthForce NH initiative.

AIM: Reduce financial barriers to care by providing support for managing costs and linkage to resources for assisting with affordability of health insurance and medications.

Strategies

Increase visibility and connection to community, county, and state resources for all patients in our service area experiencing financial barriers to care.

Continue to provide philanthropic support through the Concord Hospital Trust with a focus on programs and initiatives that address identified needs including health disparities and health.

Leverage resources through value-based care and other alternative payment models to address costs of care through improved prevention and coordination of services.

Activities

Increase awareness of available financial assistance and prescription assistance within the Concord Hospital health system.

Increase awareness of dental care services available to patients through the Family Health Center Dental Clinic and the Laconia Dental Clinic.

Continue to connect patients with community resources that can help with health care costs including:

- Health Insurance Navigation
- Health Market Connect
- ServiceLink
- Foundation for Healthy Communities

Continue to build community collaborations to provide information to patients and employees on available financial resources and supports.

Evaluate potential barriers to accessing these services including cultural, language, transportation, awareness and health literacy barriers.

Additional Collaboration Opportunities: HealthFirst (Federally-Qualified Health Center) income-based sliding fee scale program, ServiceLink application assistance, Northeast Delta Dental assistance program for veterans, collaboration with other agencies and associations for policymaker education relative to reimbursement rates.



AIM: Improve awareness of and connection to available mental health and substance use disorder services. Improve behavioral health outcomes, including mental health, suicide and substance use.

Strategies

Maintain Concord Hospital health system commitment to providing high quality services for those living with mental illness and addictions.

Continue to work collaboratively with Riverbend Community Mental Health, Granite VNA, Lakes Region Mental Health and other community partners to assure access to the full continuum of care.

Improve the quality of care through evidence based practices.

Activities

Maintain System of Care capacity to include:

- Emergency Services;
- 12 bed voluntary unit in Concord Hospital-Concord;
- 10 bed designated receiving facility in Concord Hospital-Franklin;
- Doorway in Laconia/Franklin (point of entry and referral for substance use treatment);
- Collaboration with Riverbend for The Doorway at Concord;
- Substance Use Disorder consultation and treatment in Concord;
- Medication Assisted Treatment in Emergency Departments and through Substance Use Disorder services.

Workforce investment activities are inclusive of:

- Intensified recruitment and retention efforts;
- Extensive training on evidence based practices, including trauma informed cognitive behavioral treatment.

Increase awareness of 988 resource and continue to develop capacity for 'Care Traffic Control'

Continue to build on strong partnership with Lakes Region Mental Health to enhance access to mental health services:

- Continue to provide inpatient care for patients requiring involuntary treatment at Concord Hospital-Franklin as a contracted service provider;
- Increase care collaboration for patients seen by emergency services in Franklin and Laconia, as well as those seen in the community by Mobile Crisis Response Team.

Additional Collaboration Opportunities: HealthFirst MAT Program, Laconia Youth Alliance, Franklin Partners in Prevention, RPHN substance use prevention programs, Mission Zero, homeless outreach and advocacy for housing and zoning changes for specialty populations.



AIM: Increase engagement and partnership between the Concord Hospital health system and other community-serving agencies to improve wellness by addressing health-related social needs impacting our service area.

Strategies

Increase consistency of screening for social determinants of health (SDoH) within the hospital and practice settings, including food insecurity.

Foster education and training throughout the Concord Hospital health system.

Help coordinate and optimize community resources to work together with underserved populations.

Explore approaches to increase civic engagement and increase visibility at community events throughout Capital and Lakes Region.

Activities

Develop quality improvement activities to address identified disparities in care and decrease the racial, disability, cultural and linguistic disparities in access and utilization of health care services by Concord Hospital health system patients.

Increase access for skilled nursing patients in Skilled and Restorative Services program at Concord Hospital-Franklin.

Continue collaboration with Granite VNA to improve capacity for In-home services, supports and resources for aging in place.

Continue collaboration with Belknap-Merrimack CAP to facilitate access to a range of programs and services that can help people remain financially and socially independent.

Continue participation with the regional Public Health Networks on community health improvement activities promoting early childhood health and development, healthy aging, and community resilience.

Continue to support and collaborate with the NH Food Bank.

Maintain a presence with and support of housing / homelessness coalitions and committees.

Additional Collaboration Opportunities: Laconia Mayor’s Housing Taskforce, Concord Steering Committee to End Homelessness, NH Food Bank and food pantries, CAP Housing Stabilization, Granite State Independent Living, Merrimack County Resource Navigation, Regional Mobility Managers, REAP support services for older adults, NH Community Loan Fund-Population Health Fund.



Our approach to the Community Health Improvement work ahead includes strategies and activities for population-based health promotion and disease prevention, building and supporting community capacity, and an essential focus on removing barriers to care for underserved populations. While Concord Hospital can be in the lead on many of the strategies and activities described in this document, we recognize that this work can only be accomplished in partnership with our community. To that end, Concord Hospital is committed to:

 **GRATITUDE**

Thank you to the many community members and organizations who participated in this work by contributing their time, expertise, and lived experiences to help shape this plan for community health improvement.

- work with Community-Based Organizations (CBOs) and other partners across a wide variety of initiatives to support care access in community settings and address health-related social needs within our CHIP priorities.
- increase visibility and grassroots engagement by being a presence and health care partner in the community.
- create opportunities for authentic dialogue, communications, and messaging as necessary components of an equity agenda.
- explore community partnerships for more synchronous connections of care with ongoing work (example partners include the NH Office of Health Equity, Welcoming NH, and Overcomers NH).
- implement the Concord Hospital CHIP in collaboration with our community partners that reflect the diversity and diverse needs of our communities.
- create a data platform for our CHIP Steering Committee that is populated with local data on agreed-upon equity indicators from a variety of partners to help promote collective impact, transparency, and shared responsibility.

**Contact Us:**

Please share your comments, questions and ideas about our Community Health Improvement Plan and Community Health Needs Assessment by emailing: communitybenefits@crhc.org