



Building a Health System and Delivering Value to our Communities

Partners for Community Wellness

November 8, 2017

Joanne Conroy MD

The Medical School



The original Dartmouth Medical College constructed in 1810.

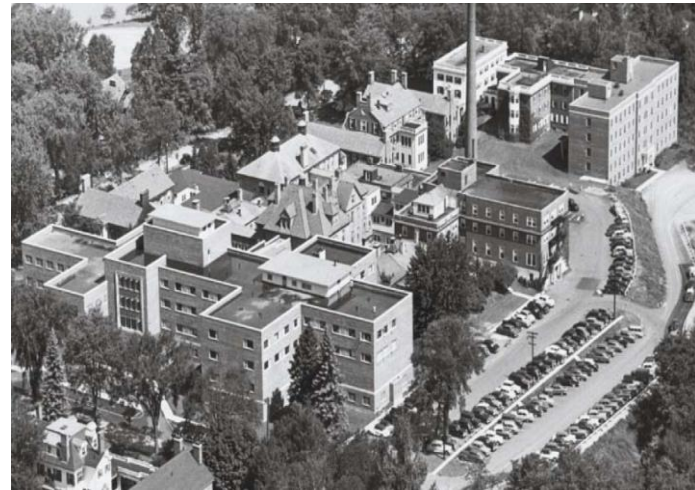


Nathan Smith (9/30/1762 – 1/26/1829) Physician, writer and founder of Dartmouth Medical College

Mary Hitchcock Memorial Hospital



Early image of Mary Hitchcock Memorial Hospital at its original location



The hospital and clinic as it existed in the 1990's prior to the move to the new campus in Lebanon

The Clinic



The staff of the Hitchcock Clinic in 1933

The Hospital again....



<https://youtu.be/PkKE56PNNxY>

What We Stand For



Mission

We advance health through research, education, clinical practice and community partnerships, providing each person the best care, in the right place, at the right time, every time.

Vision

Achieve the healthiest population possible, leading the transformation of health care in our region and setting the standard for our nation.

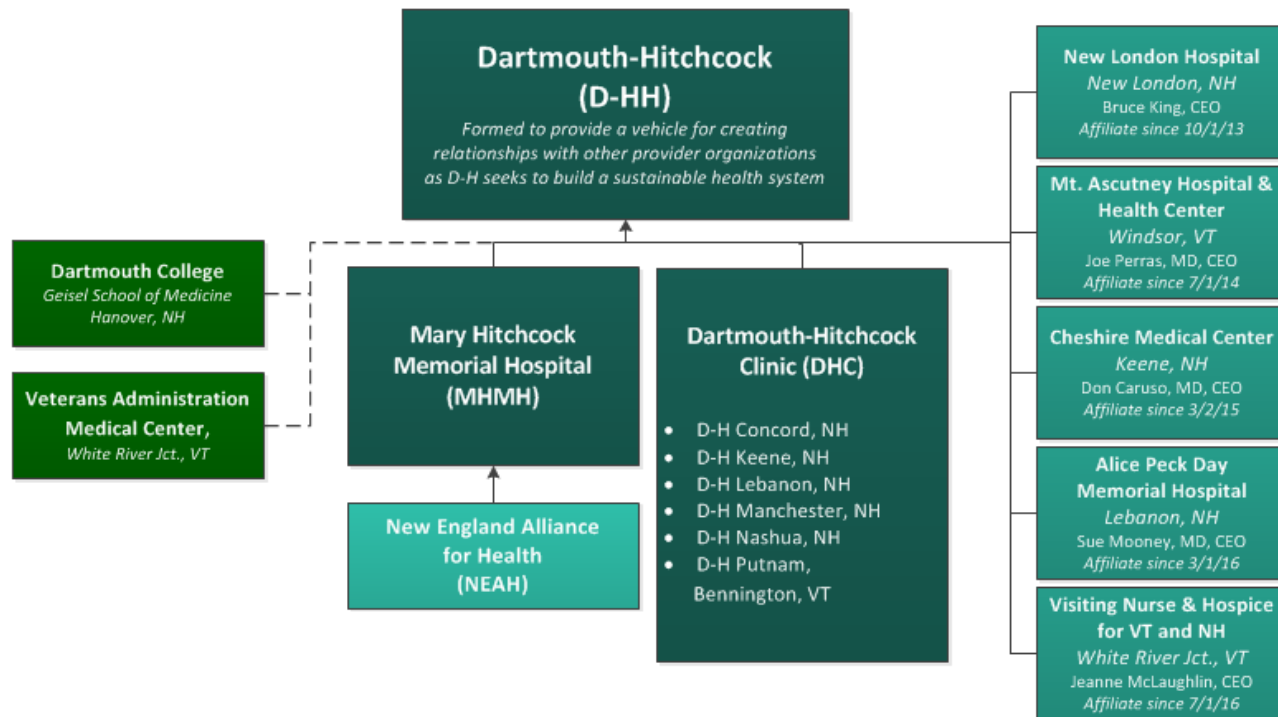
Values

Respect, Integrity, Commitment, Transparency, Trust, Teamwork, Stewardship, Community

Foundational Imperatives:

Engagement | Financial & Operational Stability | Strategic Development & Deployment
System Integration | Quality, Safety & Patient Experience | Research & Education

Dartmouth-Hitchcock Health System



Affiliate Overviews - History

Alice Peck Day (APD)	Cheshire	Mount Ascutney (MAHHC)	New London (NLH)	Visiting Nurse & Hospice of VT/NH (VNH)
<ul style="list-style-type: none"> • Founded in 1932 after the bequest of the family home of Alice Peck Day. • 1964 - Modernized in 1964 following a major capital campaign. • 1996 - Opened a 72-bed assisted living facility (Harvest Hill) • 2006 - Raised \$4.3 million to develop Robert A. Mesropian Center for Community Care • 2010 - Added 66-unit independent living facility (The Woodlands) • 2012 – Major renovation of inpatient wing • Became affiliate 3/1/16 	<ul style="list-style-type: none"> • Founded in 1892 • 1948 - Keene Clinic multi-specialty group established • 1974 - Moved to current Court Street location. • 1993 – ‘Keene Clinic’ becomes ‘Dartmouth-Hitchcock Keene’ • 1998 - Joint Operating Partnership begins: CMC/DH-K operate as a single entity via Keene Health Alliance • 2005 - Development of Vision 2020 - Nation's Healthiest Community (now ‘Healthy Monadnock 2020’) • Became affiliate 3/2/15. 	<ul style="list-style-type: none"> • 1934 - Windsor Hospital opened its doors in what is now the Stoughton House on Main Street in Windsor • 1972 – New hospital founded in current County Road location supported entirely by funds raised from the community • 2007 – MAHHC takes on the operation and management of the Ottauquechee Health Center in Woodstock, VT. • 2011 - MAHHC wins AHA's Foster G. McGaw Prize for community service • 2013 - MAHHC's skilled nursing facility closes • 2015 - New Acute Inpatient Rehabilitation Facility opens • Became affiliate 7/1/14. 	<ul style="list-style-type: none"> • 1918 - Opened as a six-bed hospital • 1923 - New 12-bed hospital opened on Main Street in New London • 1958 – New hospital dedicated in current County Road location • 2007 to 2009 – Building Toward the Future campaign adds 46,000 sq. ft. which includes private patient rooms, the expansion and renovation of specialty services, and the construction of a new Medical Office Building • 2015 – NLH begins construction on new Newport Health Center. • Became affiliate 3/2/15. 	<ul style="list-style-type: none"> • 1907 - VNA services initiated in Windsor, VT • 1953 - VNA offers first New Hampshire services in Hanover • 1978 -Hospice of the Upper Valley founded to support end-of-life care • 1992: VNA/VNH is formed from the merger of 7 organizations including Mary Hitchcock Memorial Hospital Home Health Agency • 1991 to 2004 – four additional organizations merge with VNA/VNH • 2014 - VNA/VNH becomes VNH – Visiting Nurse and Hospice for Vermont and New Hampshire. • Became an affiliate 7/1/16.

Key Hospital Operating Statistics

	Alice Peck Day	Cheshire	Mt. Ascutney	New London
Service Area Population	71,845	61,150	9,130	32,000
Type	Critical Access	PPS	Critical Access	Critical Access
Staffed/Licensed Beds	25/25	80/169	35 (25 Acute/10 Rehab)	35
Locations	1	8	3	2
Total Employees	364	1,119	488	638
Physicians (active medical staff)	69	132	30	160
Associate Providers	19	69	22	18
IP Discharges	1,508	4,154	1,018	1,088
Average Length of Stay (acute)	2.5 d	3.9 d	3.76 d	3.2 d
Outpatient visits	110,768	441,789	61,001	168,113
Surgical Cases	2,571	4,600	1,549	1,693
Births	240	391	0	0
ED visits	6,473	22,964	4,610	7,075
Net Patient Svc Revenue	\$64.1M	\$200.0M	\$45.9M	\$57.9M
<i>FY17 data collected August 2017</i>				

Dartmouth-Hitchcock Health System & Outreach



New England Alliance for Health (NEAH) Organizations

New Hampshire

Alice Peck Day Memorial Hospital, **Lebanon**
 Cheshire Medical Center, **Keene**
 Cottage Hospital, **Woodsville**
 Monadnock Community Hospital, **Peterborough**
 New London Hospital, **New London**
 Speare Memorial Hospital, **Plymouth**
 Valley Regional Hospital, **Claremont**
 West Central Behavioral Health, **Lebanon**

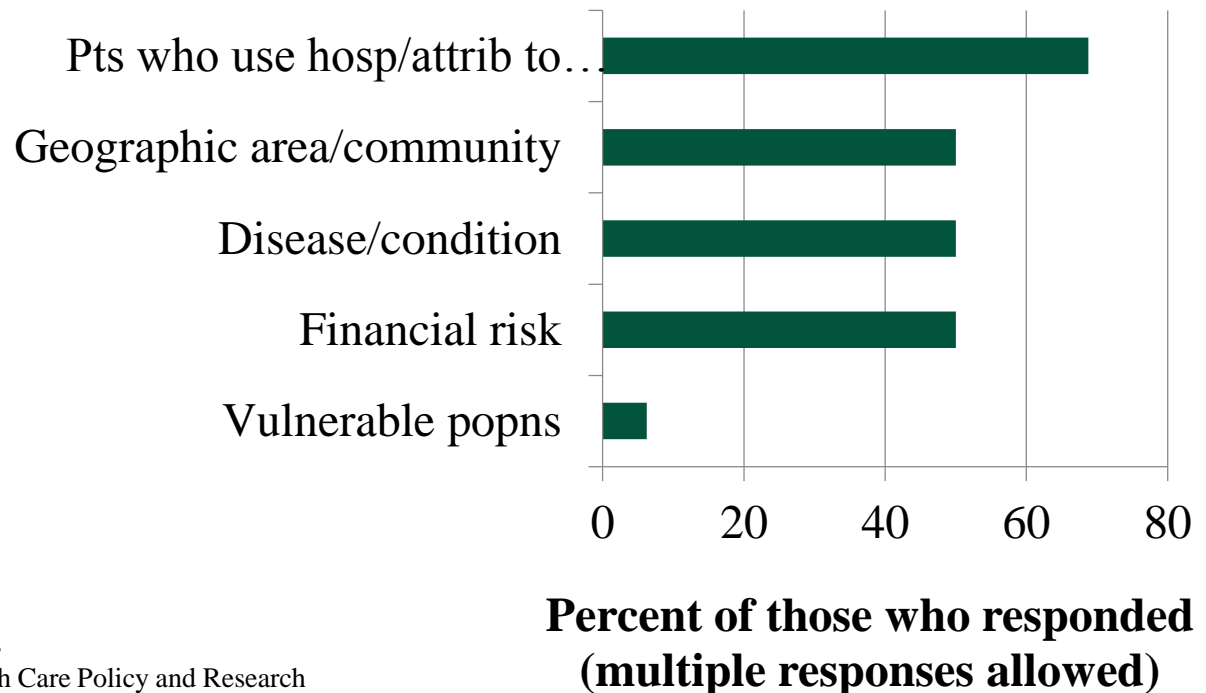
Vermont

Brattleboro Memorial Hospital, **Brattleboro**
 Grace Cottage Hospital, **Townshend**
 Mt. Ascutney Hospital and Health Center, **Windsor**
 North Country Hospital, **Newport**
 Northeastern Vermont Regional Hospital, **St. Johnsbury**
 Springfield Hospital, **Springfield**
 Southwestern Vermont Medical Center, **Bennington**
 Visiting Nurse & Hospice of Vermont & New Hampshire (VNH), **White River Jct.**

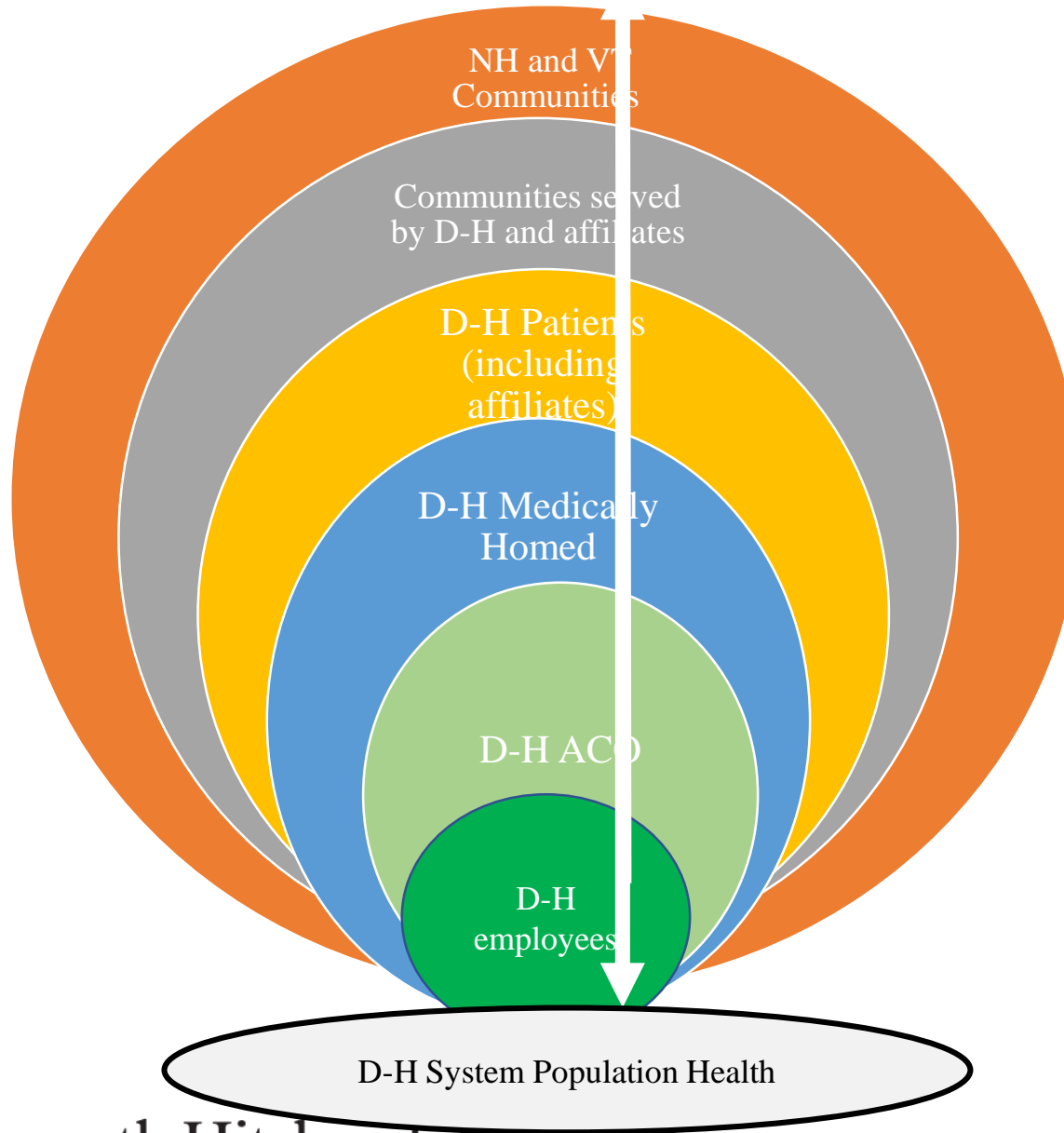
-  D-H Facility
-  D-H Outreach Clinic
-  D-H Partner Hospital
-  New England Alliance for Health (NEAH) Member (18)
-  D-H Regional Clinic


To understand how population health defined, we asked directly

How do you define “population” for population health activities?



Based on a survey of Mayo Clinic Network leaders
Shared by Dr. Nilay Shah, Mayo Division of Health Care Policy and Research





A bold strategy to improve health must go beyond the usual recommended prevention, clinical quality, data integration and care coordination efforts. It must incorporate social and policy initiatives to improve health, and it must define success or failure by not only those served by also those left behind.... **Otherwise, we may find ourselves awash in population health efforts, without meaningful progress in the health of our population.**

Sharfstein 2014. <https://www.milbank.org/quarterly/articles/the-strange-journey-of-population-health/>

Questions?

