

AMMONOOSUC COMMUNITY HEALTH  
SERVICES, INC



# ANNUAL REPORT 2021

JULY 1, 2020 - JUNE 30, 2021



COVID19 VACCINE CLINICS  
BECOME REALITY - JESSICA  
THIBODEAU, APRN ADMINISTERS  
COVID19 VACCINE



# CEO MESSAGE

After an unprecedented 2020, we entered into 2021 with ongoing uncertainty. Instead of ushering in an unknown disease, the new year brought with it hopes of a cure. With the approval of COVID19 vaccines, ACHS kicked into high gear, partnering with the State of NH and the federal government to quickly get the vaccines out to our patients and the public.

ACHS was the first Federally Qualified Community Health Center in NH to receive funding from the United States Health & Human Services Administration (HRSA) to set up public vaccine clinics. In just three weeks' time, ACHS developed, implemented, and executed these clinics. We could not have done this without our incredible team.

While much of the public worked remotely, ACHS employees - considered essential - still arrived at work daily. Front-line workers, medical providers, nurses, and support staff donned personal protective equipment (PPE) and continued to step up and into the line of fire.

Their work became vital as they created new protocols and procedures, tested for the disease, counseled and educated, and continued to do their regular job of caring for patients. The impact of all these changes was additional stress on our already burdened health care team. This year, we aimed to put our team's well-being at the forefront.

To help care for our providers and support staff, ACHS received COVID19 provider relief funding from HRSA. Its goal was to assist organizations with healthcare-related expenses and lost revenues attributable to the pandemic. We also used these funds toward care for our employees. In addition, we received a \$75,000 grant from Direct Relief to use towards COVID19 related investments. All employees who worked during the pandemic received additional compensation for their dedicated service as well as a much-needed PTO day, and health & wellness support.

  
**EDWARD SHANSHALA**

CEO ACHS



# TAKING CHARGE

As COVID19 cases began increasing in our region, ACHS prepared for the fight. We formed an Incident Command Team (ICT), comprised of senior leadership, clinical team members, and administration. The group met weekly to evaluate emerging information, assess our readiness, prepare and communicate the latest plans, policies, and procedures. Our goal was understanding and readiness on all things that could impact patient and employee care.

Among the first items was how to physically re-structure our lobbies to accommodate patients needing care while maintaining social distance. Hand sanitizers, masks, and patient thermometers were added. We created sick and well areas to treat our respiratory patients and to facilitate testing for the disease.

We amended our visitor, masking, and personal protective equipment (PPE) procedures, and enhanced telehealth services. Then came closures and work-from-home options for employees. Setting up provisions for our off-site and on-site teams became a priority.

As the year progressed so did the pandemic. Changes and updates from the Centers for Disease Control (CDC) and New Hampshire Department of Health and Human Services NHDHHS were often daily. As new protocols to slow down the spread for the public took priority, we stayed on top of them.

With the new year, a new vaccine seemed imminent. True enough Pfizer, Moderna, and Johnson & Johnson released COVID19

vaccines. ACHS was once again in the trenches as we worked tirelessly to administer them to the general public. Procuring and storing the vaccines, setting up site clinics, and assembling traveling teams to go out to local restaurants and businesses to administer them became our focus.

ACHS partnered with the Retired Medical Corp to staff the pop-up vaccine clinics at area businesses such as Littleton Coin Company, Burndy, and New England Wire Co. In all, thousands of area residents were able to easily get vaccinated through ACHS.

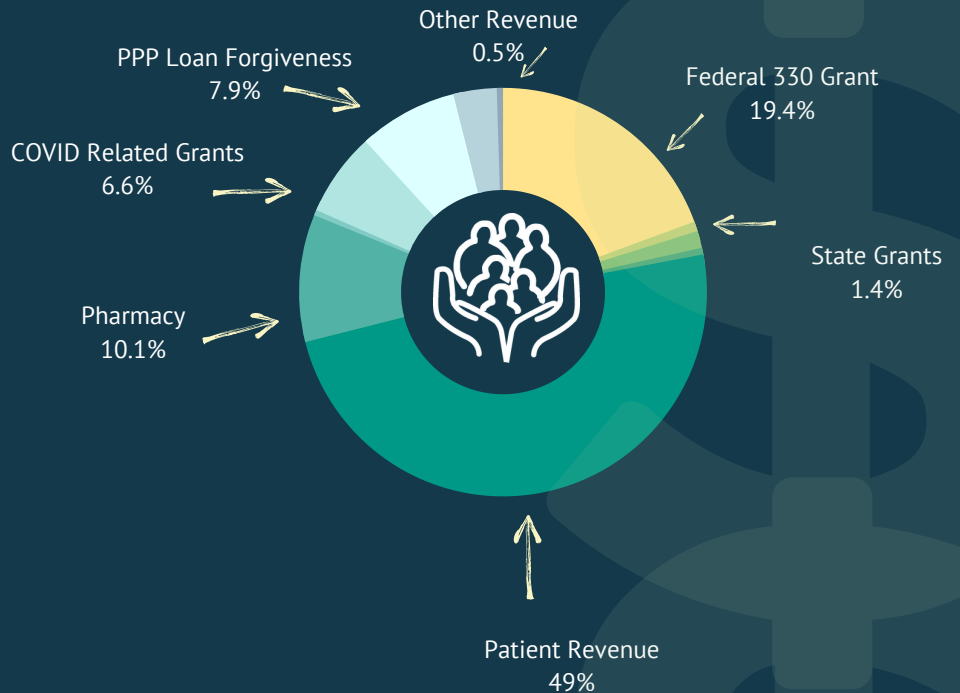


# FINANCIAL STATEMENT

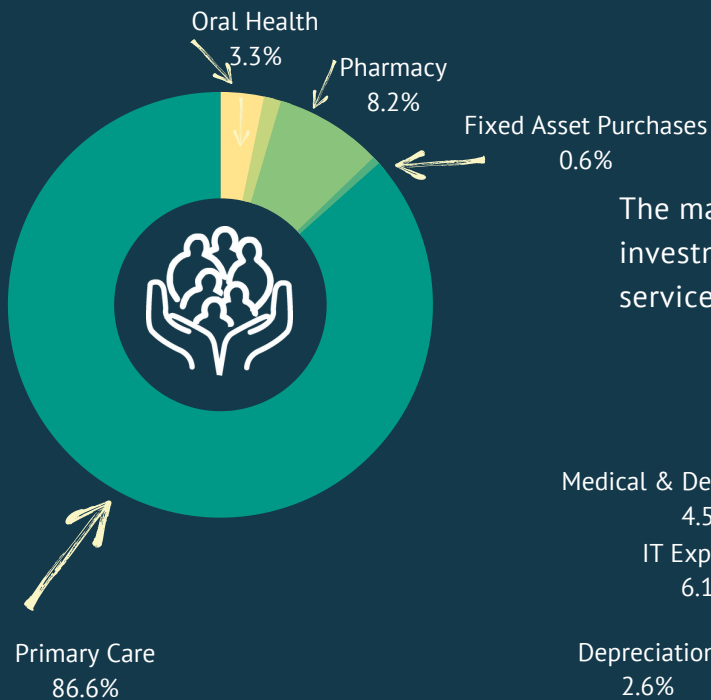
The numbers at a glance - a look at our financial activities throughout 2020-2021

## REVENUE SOURCES

ACHS total revenue for FY2021 was **\$12,912,297**. The majority of the funds come from patients and insurance carriers, including Medicare and Medicaid. Pharmacy revenue accounts for nearly 15%. The rest was from private, state, and federal grants. This year ACHS also received Provider Relief funds dedicated for COVID-related expenses, such as PPE and telehealth.



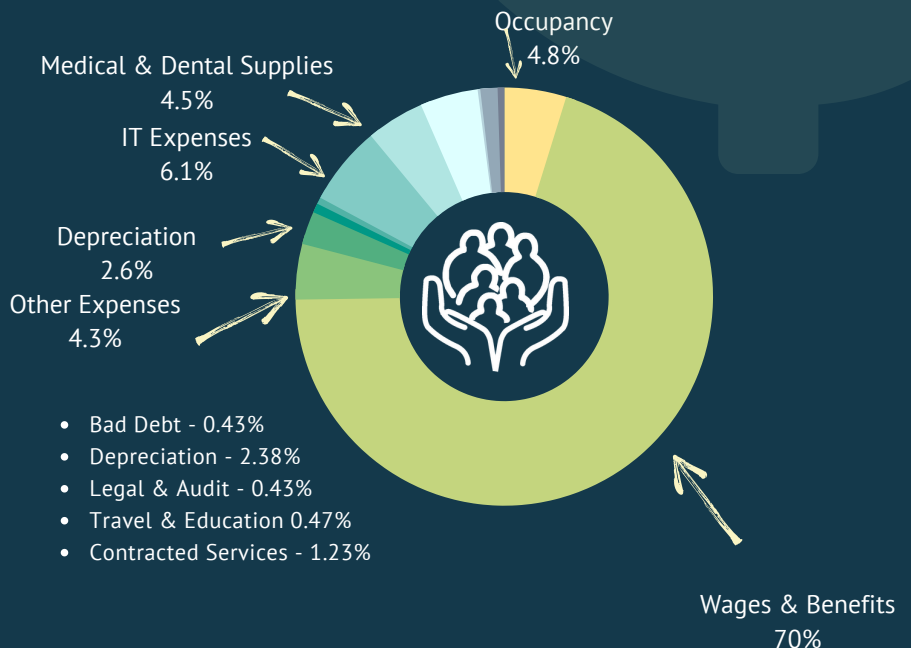
## PROGRAM INVESTMENTS



The majority of ACHS program investments come from our Primary Care services and Pharmacy.

## OPERATING EXPENSES

The majority of ACHS' operating expenses are from employee wages and benefits which account for 70% of the budget.







ACHS PROVIDERS MEET UP IN LITTLETON

## PRIMARY CARE

It's difficult to put into words the volume of change that occurred in health care over the last year. It has been a world of disruption which tremendously impacted how care was provided.

Pre-pandemic our focus was on integrated preventive primary care. With the pandemic, we focused on acute care for sick patients, while not losing sight of their chronic and general care - all in a world where people's emotions were heightened by fear of the unknown.

ACHS providers were quick to adapt to the uncertainty and address the changing needs of patients. They donned full PPE and rotated shifts for sick visits - where those suspected of respiratory infection were seen, tested, and

treated. They braved the elements to see patients outside or in their cars. They tested, counseled, and treated those with COVID19 symptoms.

Our amazing team put off their vacations and days off to roll with every new "punch" that was thrown their way. This level of commitment was not without cost. Worry about patients and their care does not shut off at day's end. ACHS providers felt the personal angst of patients and shared in their uncertainty of the world's strife.

Despite the sheer volume of acute care, ACHS primary care providers still managed to maintain our general patient health goals for the year.



### BETTER GLYCEMIC CONTROL MEANS BETTER HEALTH FOR OUR PATIENTS!

IN 2020, WE SET AN AGENCY-WIDE GOAL OF IMPROVING BLOOD SUGAR CONTROL IN OUR DIABETICS WITH A1C > 9% OR UNMEASURED. WE SUCCEEDED IN IMPROVING FROM 17.8% TO 14.5% EXCEEDING OUR GOAL OF <15%!

Enforced closures of many businesses in March also impacted our dental center. Doing our part to help mitigate the spread of the virus, ACHS dental performed only essential procedures. The loss of our dentist meant more delays in care as we worked diligently to recruit appropriate dental candidates and additional dental staff.

Despite our best efforts, it seems there was (and is) still a shortage of public health dentists willing to move to the north country during a pandemic. Without appropriate staffing, we were forced to refer many in-need patients to other agencies.

Our dental team shifted focus to pandemic-related supply needs. With their efforts, they kept on top of the requirements and located enough supplies to keep the ACHS staff protected. They were instrumental in working with Henry Schein Co. and Direct Relief to obtain Air Purifiers for sites.

Throughout the year, ACHS senior leadership worked to network, brainstorm, and recruit, working with Bi-State Primary Care Association, the New Hampshire Dental Association, the University of New England, and more to seek appropriate dentist candidates - to no avail.

ACHS dental also faced a significant reduction in funding due to changes to the 340B drug program - resulting in a 56% loss. This program provided substantial pharmaceutical savings to ACHS, which we then invested in uncompensated patient care. Without 340B savings, the ACHS dental center struggled to stay sustainable.

ACHS dental is now temporarily closed. The end of our on-site dental program is a loss for the community. We are working hard to implement a replacement solution that may include a voucher program for area dentists for patients.

# DENTAL



## PANDEMIC & STAFFING SHORTAGES PUT A HOLD ON MOBILE DENTISTRY

UNFORTUNATELY, WITH VISITOR RESTRICTIONS IN PLACE AND A DENTAL TEAM SHORTAGE, ACHS WAS FORCED TO POSTPONE OUR TRAVELING DENTAL SERVICES TO REMOTE LOCATIONS AND NURSING HOMES.







# BEHAVIORAL HEALTH

The year also provided a slew of changes for the ACHS behavioral health team. A dramatic increase in the need for mental health services from all ages greatly exceeded our plans. To help mitigate the need, two new providers were hired. Heidi Behrendt, LICSW sees patients in Littleton, Woodsville, and via telehealth. Colleen Sullivan, PMHNP sees patients for their behavioral health medications and counseling services.

Additional significant changes occurred with the flux of school schedules. As COVID19 cases in the area rose, schools were shut down and with them so did our Behavioral Health in the Schools K-12 program.

Our school counselors, Stephen Noyes, Brenda Fortier-Dube, and Heidi Behrendt, flexed with the schedules to see children virtually or at the office when possible.

The increased need for behavioral health from our patients does not appear to be subsiding. ACHS is actively recruiting providers and staff for this team.

## TELEHEALTH SERVICES CONTINUE TO BE COVERED BY MOST INSURANCES



ACHS BEHAVIORAL HEALTH TEAM CONTINUES TO SEE PATIENTS FROM THE COMFORT OF THEIR OWN HOME VIA TELEHEALTH, AND TO DATE, MOST INSURANCES CONTINUE TO COVER COSTS FOR PATIENTS.







# INITIATIVES

Despite the challenges of the year, our team remained committed to reaching agency-wide preventive and COVID19-related care goals.

Many patients delayed non-critical care due to concerns over catching or spreading COVID19. The result was that many routine health care needs went unchecked. One group that showed a decrease in routine visits was teens. The ACHS Continuous Health Improvement (CHI) team implemented an incentive program to help lift those numbers.

Teens aged 12-17 who booked and came in for an appointment within a 3-month period (April - June) were automatically entered into a drawing for a chance to win cool prizes. With assistance from our clinical teams and

Patient Access Specialists we were able to substantially lift our numbers. Our teen winners were pretty happy, too!



**TEEN WELLNESS VISITS  
INCREASE BY 45%**

**SPECIAL THANKS TO ACHS PATIENT ACCESS  
SPECIALISTS AND CLINICAL SUPPORT TEAMS  
WHO MAILED LETTERS AND REACHED OUT TO  
PATIENTS AND GOT THEM IN!**

Another challenge was getting COVID19 vaccine records from our patients into their medical charts. To help entice our patients to *Show us their Vaccine Card*, we offered them a free gift to thank them for the "Thyme". As a result, we received over 500 cards in the first month.







In June 2021, ACHS was the recipient of donations from the Littleton Food Coop Partner of the Month program which sponsors a different local non-profit partner each month of the year. Partners are selected by Co-op members by popular vote. ACHS was chosen from dozens of entries and was offered the month of April.

Throughout the month shoppers at check-out were asked if they would like to round up their receipts for ACHS. If yes, then their receipt would be rounded up to the next dollar. Any difference up to .99 was added to the ACHS fund. At the end of April, the donations were tallied and ACHS received a check for \$4,415.93. The funds received will go to ACHS's sliding-fee fund which provides monies for qualified patients in need of affordable healthcare.

## COMMUNITY

This year, the ACHS team also partnered with Granite United Way in their *Day of Caring* to host a Smart Start Cereal Drive at all our locations. In total, we collected 150 boxes of cereal for the Warren-Wentworth Food Pantry!



**DESPITE THE CHALLENGES THE WARREN-WENTWORTH FOOD PANTRY STAYS OPEN!**

ACHS IS THE FISCAL AGENT FOR THE WARREN-WENTWORTH FOOD PANTRY. LAST YEAR, WE HELPED THEM TRANSITION FROM IN-HOUSE PICK UP TO IN-CAR. THIS HELPED TO KEEP CONTACT AT A MINIMUM & FOOD PANTRY VOLUNTEERS SAFE.





ACHS-WHITEFIELD IN RED FOR HEART AWARENESS



ACHS-WOODSVILLE WELCOMES VACCINE PATIENTS



MELISSA & JESSICA AT VACCINE CLINIC



WEARING RED TO SUPPORT HEART HEALTH



CEO ED GETS HIS FLU SHOT



ACHS-PATIENT NAVIGATOR - DANIKA





ACHS BECOMES A RECOVERY FRIENDLY WORKPLACE

It is estimated that 60,000 NH residents are in recovery from addiction, including family members, friends, employees, and co-workers. To help those affected keep and obtain employment, and increase their chances of long-term success, ACHS joined Governor Chris Sununu's Recovery Friendly Workplace initiative (RFW).

RFWs are businesses that pledge support to current and potential employees struggling with addiction and substance use disorder. The program provides businesses with resources to create supportive, recovery-friendly environments where employers, employees, and communities can partner to eliminate barriers for those with addiction. We're proud to be part of an initiative that is good for business and our employees.

ACHS CEO, Ed Shanshala was also pleased to serve on a panel with Senator Maggie Hassan for a discussion on community health care and the importance of keeping and improving Patient Protection Affordable Care Act #PPACA coverage for people with pre-existing conditions.



# ADVOCACY & ACCOLADES



## ACHS ONCE AGAIN RECEIVES THE SILVER MEDAL FROM HRSA

THIS DESIGNATES ACHS IN THE TOP 11-20% OF COMMUNITY HEALTH CENTERS IN THE NATION FOR OVERALL CLINICAL QUALITY. LITTLETON ACHS WAS ALSO RECERTIFIED AS A PATIENT-CENTERED MEDICAL HOME BY THE NATIONAL COMMITTEE FOR QUALITY ASSURANCE.



Kudos and congratulations went out to ACHS Clinical Manager, Melissa Hodge, RN. She was named a New Hampshire Healthcare Hero for the northern region! Melissa was nominated by her peers for her dedication to going above and beyond the call of duty. This was especially noted during the pandemic - where her incredible attention to detail kept ACHS in ample stock of personal protective equipment (PPE) and vaccine supplies for our clinics. She was one of twelve winners throughout the state.

The NH Healthcare Heroes program began as a way to tell the stories and honor the dedication of those working in healthcare while encouraging others to consider a healthcare career.

*"Just wanted to let you know we were so pleased with the way the vaccine clinic in Warren was run".*

RON & JUDY

This year, ACHS billing department employee, Angie Benton made a suggestion that resulted in a huge improvement to the workflow for many departments at ACHS. By introducing a new naming convention for Medicaid carriers, we'll reduce errors and in turn likely increase reimbursements. In addition, her innovative idea will also aid in efficiency for many departments.

Throughout the year, we received thank you cards, well wishes, snacks, and treats from community members showing their support for our health care team. We are ever grateful for their kindness.







TERESA BROOKS  
CELEBRATES 25 YEARS WITH ACHS



DR. DAVID NELSON IS HONORED FOR  
10 YEARS OF SERVICE



DR. MELISSA BUDDENSEE CELEBRATES 5 YEARS



KAREN HAHN IS HONORED FOR 5 YEARS OF SERVICE



SUZANNE MORRISON CELEBRATES  
15 YEARS OF SERVICE



ELIZABETH NEWTON, APRN CELEBRATES 5 YEARS  
OF SERVICE





# EMPLOYEE APPRECIATION

Each year in September, we show our appreciation for our employees and the work they do for our patients and the community. In 2020, we showed our support by hosting socially-distant lunch prepared by our in-house nutritionist.



We made over 120 prepared take out dishes, which we delivered to each site. We presented milestone anniversary awards to team members and thanked our Warren-Wentworth Food Pantry volunteers.



# ACHS DONORS

*Thank you for all you do for the community!"*

D.M. LYMAN, NH

## Anonymous

Mr. & Mrs. Dudley Bailey  
Bret Beausoleil  
Mr. Paul R. Belyea  
Mr. Gary Bronum  
Teresa Brooks  
Mrs. Thomas Campbell  
Mr. & Mrs. Damian A. Canuto  
Mr. & Mrs. Philip R. Chase Jr.  
Mr. & Mrs. John Cloran  
Garnet Hill Community Charity Fund  
Mr. Joseph Cushing Jr.  
Mr. Edward D. Densmore  
Mr. & Mrs. Michael J. Ford  
Ms. Evelyn Hagan  
Ms. Amanda Hamilton  
Mr. & Mrs. Alfred Hannett  
Mr. Stanley Harrison  
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Favor Jenkins  
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Shaw's Give Back Program  
Mr. D. Neil Stafford  
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Mr. & Mrs. Michael Talotta  
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Town of Bath  
Town of Benton  
Town of Bethlehem  
Town of Carroll  
Town of Franconia  
Town of Haverhill  
Town of Littleton  
Town of Orford  
Town of Piermont  
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Town of Warren  
Town of Whitefield  
Ms. Sarah Turtle  
Ms. Courtney Vashaw  
Deborah Warner  
Mr. & Mrs. David R. Witcher  
Theresa Wiegelman  
Mr. & Mrs. Harry Woodley  
Mr. Mark Wright  
Sarah Young-Xu

## ACHS-Warren

Cornell Family Foundation  
Franklin Savings Bank  
Jean Marston-Dockstader  
Faith Mattison Estate

## Warren-Wentworth Food Pantry

Anonymous  
Ms. Diane Cheney  
Elizabeth Cornell  
Carole Elliott  
Mr. Thomas Garside  
Christine Healy  
Lakes Region Board of Realtors  
Mr. & Mrs. Ronald Madan  
Andrew Mallio  
Ilse Mercier  
New Hampshire Charitable Foundation  
Laura Provost  
Mr. & Mrs. Gilbert Richardson  
Ms. Heidi Roberts  
Kathryn Sabadosa  
Shalom Baptist Church  
Mr. & Mrs. William F. Sommerfeld  
Mr. & Mrs. Richard P. Spaulding  
Jonathan Tefft  
Mr. Robert J. Thomas  
Town of Warren  
Warren United Methodist Church





## **ACHS**

### **ACHS Mission**

To provide a network of comprehensive Primary Health Care and Support Services to individuals and families throughout the communities we serve. In support of this mission, ACHS provides evidence-based, outcome-specific, systemic care that is: patient-centered, prevention-focused, accessible, and affordable for all.

### **FY 2020-2021**

#### **ACHS Board of Directors**

Ivy Pearson, **President** • Barbara Szeidler, **Vice President**

Jeffrey Jones, **Treasurer** • Robert Tortorice, **Secretary**

Erik Becker • Lynn Davis • Betsy Harman, APRN • Doug Harman • Gary Merchant, LPh,  
Frank Pinter • Evelyn Hagan, APRN • Lauren Rodier, APRN

#### **ACHS Senior Leadership Team**

Edward Shanshala, CEO • Tammy Talotta, CFO • Teresa Brooks, COO

Jill Kimball, Community Relations Director

Dr. Sarah Young-Xu, Chief Medical Director • Lisa Bujno, Assistant Medical Director,

Georgene Novak, HR Director • Lili Cargill, Director Integrated Behavioral Health

Dr. Melissa Buddensee, Chief Quality Officer

#### **Services Provided**

Primary Preventive Medical Care • Family Practice • Prenatal Care through Geriatrics  
Prenatal Care • Childbirth Education • Newborn Care • Family Planning • Birth Control  
STD and HIV Testing & Counseling

Breast & Cervical Cancer Screening Program • Behavioral Healthcare • Counseling  
Dental & Oral Healthcare • Financial Services • Sliding Fee Scale for eligible patients  
Nutrition & Vision services

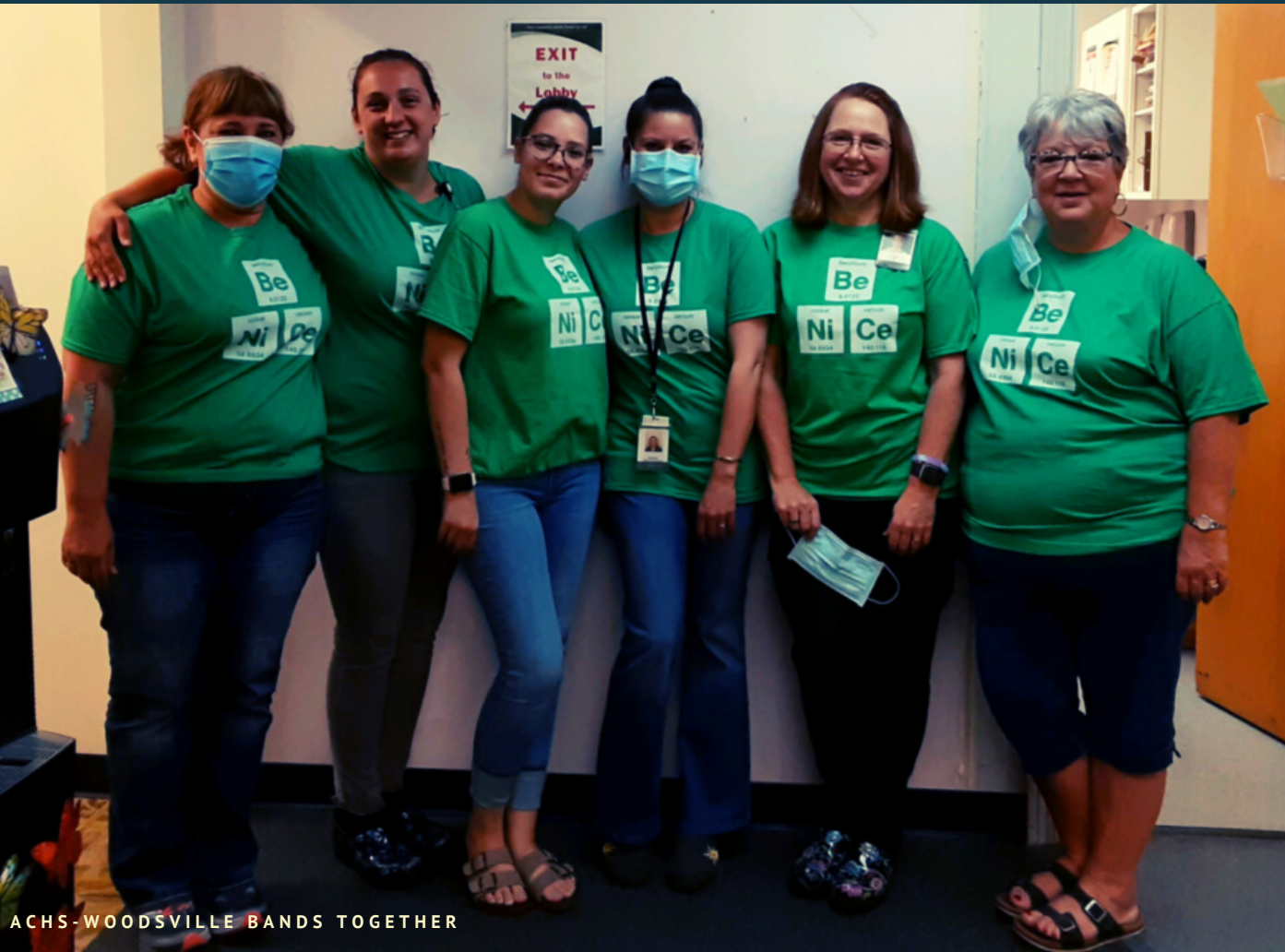
#### **2021 ACH Statistics**

- **Number of unduplicated Clients Served: Medical – 9,275, Dental – 427, Behavioral Health – 844, Enabling – 191, Vision – 240**
- **Number of Visits: Medical – 29,921, Dental – 663, Behavioral Health – 6,862, Enabling – 298, Vision – 268**
- **Client/Payor Mix: Medicaid 17.87%, Medicare – 30.42%, Uninsured – 7.4%, Insured – 44.31%**
- **Value of free medications provided to our patients: \$272,282**
- **Value of discounted health care services provided to our patients: \$512,713**
- Total, Medical – \$193,276, Dental - \$81,037, Behavioral Health - \$28,880**
- Pharmacy - \$209,520**









ACHS-WOODSVILLE BANDS TOGETHER

AMMONOOSUC COMMUNITY HEALTH  
SERVICES, INC