



COVID-19: CHANGING US ALL

ANNUAL REPORT 2021

Letter to Members

Dear Colleagues,

The calendar says it's December 2021, but it sure feels a lot like December 2020.

Who would have thought that a year after the first vaccines went into the arms of nurses at our hospitals that we'd still be in the fight of our lives against COVID-19? But here we are with one of the highest number of new cases of COVID-19 per capita in the country, despite an overall vaccination rate that is somewhere around 65 percent of the population. Hospitalizations have surged to over 470 (at the time of this writing), well beyond the peak of 335 this past winter. Unfortunately, with new cases of more than 1,100 per day, the situation is only likely to become more challenging over the next several weeks before we see trends going in the opposite direction.

Despite these unbelievable challenges, and no doubt they will go down as the most difficult that any of us have ever experienced during our careers, there are several bright spots that we should recognize. And every one of those bright spots involves all of you and the incredible teams who stand beside you and the blue and white H in your community as a beacon of hope.

We've heard hospitals send out a flare of distress and time after time, someone will come to the aid of their colleague to ensure that a particular patient is able to get the care they need, when and where they need it. The reality is, that's only becoming more difficult, but the commitment to your patients and to one another could not be more clear. Your teams are tired, they're stressed, and they need relief, but yet they continue to rush in and do everything they can to serve the patients and communities who depend on them. It truly is inspiring to see their selfless sacrifice on a daily basis.

COVID-19 is far from over and, therefore, our work to confront it will continue. Your active involvement in those efforts are crucial to our work. The strategic plan recently approved by the NHHA Board of Trustees reaffirmed the strategic direction and value of the Association and will help lead us in the years to come. Our success will be defined not by what each of us is able to do individually, but rather what we are able to accomplish together through the Association.

We thank you for your continued leadership and support and wish all of you the very best.

Sincerely,



Kevin Donovan
Chair, NHHA Board of Trustees



Stephen M. Ahnen
President, NHHA

2021: A Year Like No Other

Since 1934, the New Hampshire Hospital Association has had the privilege of working with every community hospital and specialty hospital in the state, addressing significant challenges and celebrating success along the way, together. This collaboration has always been among your executive, government relations and clinical leadership, however not until the pandemic has our reach and engagement extended so far into your hospital teams.

As a result, the NHHA and our members look very different than we did before the first case of COVID-19 landed in New Hampshire on March 2, 2020. Leaders throughout the state have met weekly, and during times of surging cases daily, to ensure situational awareness, share COVID-19 best practices, understand surge data, and support one another. The NHHA has prided itself on ensuring the opportunity of statewide collaboration through our peer group meetings, convening government affairs, chief financial officers, human resource directors, public relations and other leaders to engage with our members at multiple levels, and the COVID-19 pandemic provided the NHHA with the opportunity to collaborate and support member hospitals on a much deeper level for which we are forever grateful.



ANSWERING THE CALL

Across hospitals and health systems through the state, this past year has brought many things: the heartbreaking loss of nearly two thousand family, friends and loved ones to COVID-19; significant financial challenges as you continued to fight the pandemic; and the undeniable burnout among your clinical teams. But it has also brought us closer in support of each other, in a way we never could have imagined. Together, we have endured terrible stress and loss. We have struggled how to survive another day in this fight. We have fought for state and federal support for hospitals. We have stood up clinics, testing and vaccinating thousands of New Hampshire residents. We have addressed personal protective equipment and patient capacity needs to ensure timely care. And we continue to collaborate as we move forward to a new normal. Together, we have stood strong in the face of the most significant adversary we have ever experienced. And we will come out on the other side.

“Despite all of the challenges over the last two years, there still have been many bright spots and every one of those involves all of you and the incredible teams who stand beside you and the blue and white H in your community as a beacon of hope.”

Steve Ahnen
NHA President



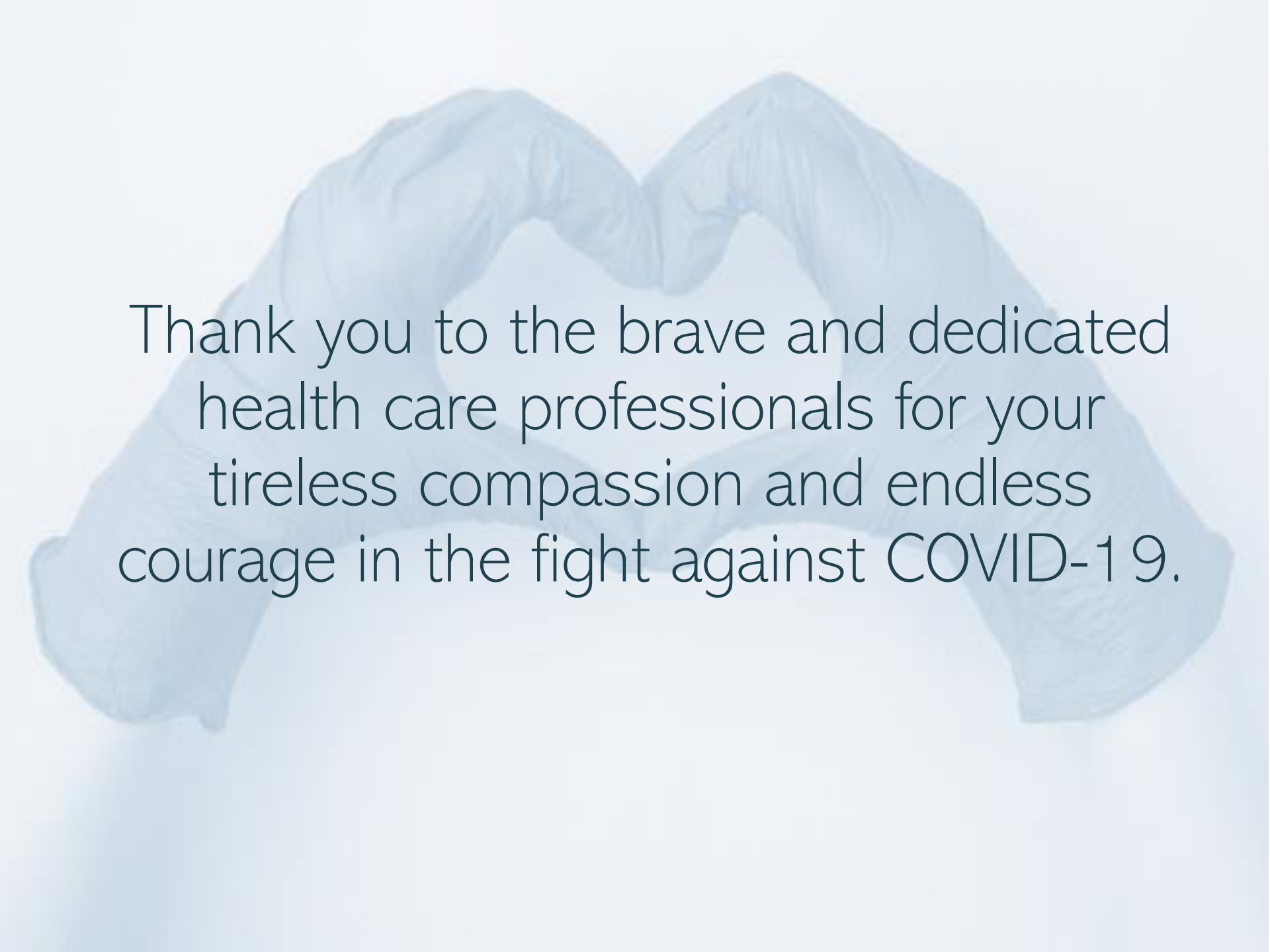
THE COURAGE TO CARE

In the fight against COVID-19, your mission to serve your patients and communities became your battle cry: to improve the health and well-being of your communities through high-quality, compassionate care while simultaneously waging a war which threatened your ability to continue achieving excellent outcomes and serve your patients. Hospital executive and clinical leadership focused on keeping their team members safe, protecting their patients and communities while preparing for yet another surge of COVID-19 patients. As leaders in charge of the health and safety of your employees and your patients, the turbulence of COVID-19 forced every single hospital to pivot in their approach to how you deliver care, manage your workforce and maintain financial viability.

After nearly two years of helping your patients and communities fight this pandemic, your healthcare workforce is physically, emotionally and mentally exhausted, while they continue to stand strong and rush in to battle against COVID-19. It is extremely humbling to witness their tenacity every day despite the challenges they face. As a result of the variants, we have realized together that getting the COVID-19 vaccine is its own measure of caring for ourselves, our patients and for all who we may come into contact. When the daily reality of COVID-19 no longer holds us in this turbulent position, we will reflect upon what brought us through the darkest of times, which is all of you, your strength and your resilience.

To our brave, dedicated and selfless health care professionals, words cannot express how grateful we are and continue to be to each of you for your tireless compassion and your endless courage to care for your patients and communities.



A pair of hands, one from each side, are positioned to form a heart shape. The hands are light-skinned and appear to be wearing white gloves or are very clean. The background is a soft, out-of-focus light blue and white, suggesting a clinical or hospital setting. The text is overlaid on the heart shape.

Thank you to the brave and dedicated
health care professionals for your
tireless compassion and endless
courage in the fight against COVID-19.

Looking Ahead to 2022

As we look ahead to brighter days and silver linings, the NHHA was pleased to engage its membership and other community partners in the development of a Strategic Plan that will help guide the Association's efforts through program years 2022 – 2024. While this was a significant task that required engagement during the unfortunate fight against COVID-19, we're grateful for the insight and efforts of all involved, as it affirms and supports the overall value that the Association provides to its members.

Strategic Plan 2022 -2024



OUR VISION: The NHHA vision is of a healthy New Hampshire where all communities and individuals are able to reach their highest potential for health.



OUR MISSION: The NHHA mission is to lead through advocacy, education, and information in support of its member hospitals and health systems as they strive to improve the health of the patients and communities they serve.

STRATEGIC GOALS

 Advocacy	 Financial Sustainability	 Quality & Safety	 Community Awareness	 Member Engagement	 Organizational Excellence
Boldly advocate for public policies that empower New Hampshire hospitals and health systems.	Support the financial sustainability of hospitals and health systems in New Hampshire.	Improve quality and patient safety outcomes by working closely with the Foundation for Healthy Communities to support members' initiatives.	Strategically-position NHHA as the united voice for hospitals and health systems in New Hampshire by communicating the value proposition of the industry among priority stakeholders.	Increase member engagement and enhance member experience.	Ensure organizational excellence through commitment to the highest standards of operational and administrative practices.

SUPPORTING OBJECTIVES

<ul style="list-style-type: none">A. Advocacy agendaB. GrassrootsC. Public official cultivation and educationD. Collaborative partnerships	<ul style="list-style-type: none">A. Payor strategiesB. Economic threatsC. Data enhancement	<ul style="list-style-type: none">A. Behavioral health and SUDB. Workforce health and safetyC. Patient outcomes	<ul style="list-style-type: none">A. Advocacy communicationB. Value propositionC. Media	<ul style="list-style-type: none">A. Programming, services, and benefitsB. Member communication and outreachC. Data servicesD. Measuring value and satisfaction	<ul style="list-style-type: none">A. Talent management and cultureB. Fiscal stewardship and healthC. TechnologyD. Inclusion, diversity, equity, and accessE. Governance
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About the NHHA

Our Vision

A healthy New Hampshire where all communities and individuals are able to reach their highest potential for health.

Our Mission

To lead through advocacy, education, and information in support of its member hospitals and health systems as they strive to improve the health of the patients and communities they serve.

Member Snapshot

13

Critical
Access
Hospitals

12

Large
Community
Hospitals

5

Specialty
Hospitals

1

Academic
Medical
Center

31

Hospitals &
Health Systems

11

Endorsed
Business
Partners

28

Corporate Members

*representing law, finance, insurance
providers, staffing solutions, medical
research & technology, business
development and more.*

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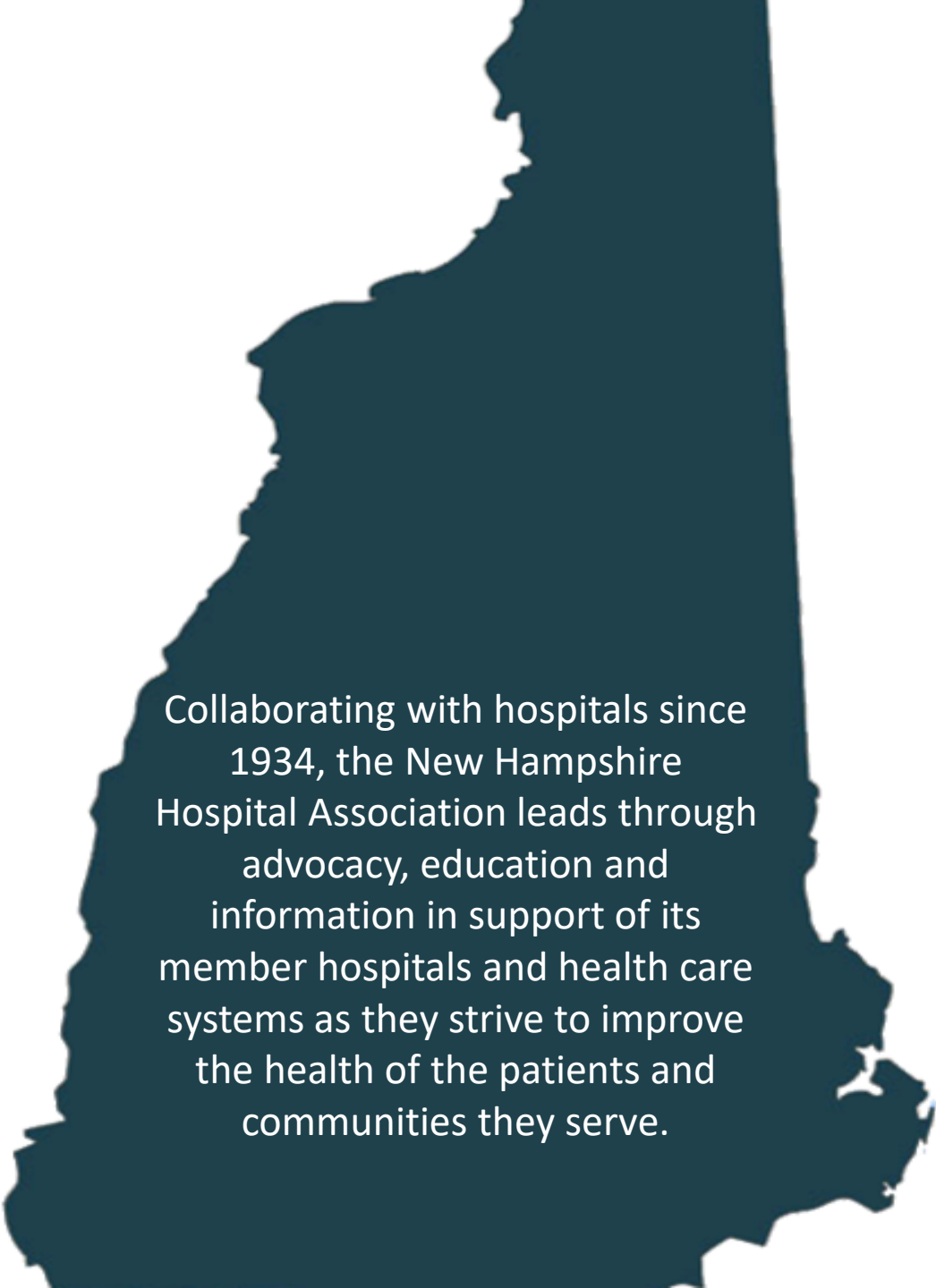


[@NHHospitals](https://twitter.com/NHHospitals)



New Hampshire Hospital Association

www.nhha.org

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Collaborating with hospitals since 1934, the New Hampshire Hospital Association leads through advocacy, education and information in support of its member hospitals and health care systems as they strive to improve the health of the patients and communities they serve.