



# ANNUAL REPORT 2025

New Hampshire Hospitals are  
Always There, Ready to Care

# A MESSAGE FROM THE PRESIDENT AND THE BOARD CHAIR



STEVE AHNEN, NHA PRESIDENT



MICHAEL PETERSON, FACHE, NHA BOARD CHAIR

This past year reinforced a truth that guides our mission: when we work together - hospitals, providers, policymakers and community partners - we can meet today's challenges while at the same time building an even stronger health care system for tomorrow.

Across our member hospitals and health systems, we witnessed extraordinary dedication. Teams continued to deliver high-quality care amid workforce shortages, rising costs and a significant increase in the demand for health care services. To support our members in their efforts, the New Hampshire Hospital Association expanded advocacy efforts, strengthened workforce initiatives and delivered new tools and resources to help members improve care delivery, operational stability and community health.

We amplified our voice in policymaking, expanded workforce development resources, advanced quality and safety initiatives, and deepened our focus on health equity and community health. These efforts reflect our shared dedication to building a more resilient and accessible health care system.

Sustaining the health of our hospitals means sustaining the health of our communities. Continuing to work together, we can ensure New Hampshire's hospitals remain ready to care in 2026 and for generations to come. Through every challenge and every season, there's one thing we can all agree on. New Hampshire Hospitals are Always There, Ready to Care.



# CHAMPIONING OUR MISSION - ADVOCACY IN ACTION

The New Hampshire Hospital Association serves as the collective voice for hospitals and health systems across the state, championing public policy initiatives at both the state and federal levels. In collaboration with our member hospitals, public health partners, and key policymakers, we work to advance thoughtful policies that support affordability, access to care, and long-term sustainability for New Hampshire's hospitals and the communities they care for each and every day.



Finalized MET/DSH plan for State Fiscal Years 2026-2028

Created a Hospital Pharmacy Work Group focused on drugs supplied to EMS agencies throughout the state to examine operational risks and opportunities with this current practice. The work group is considering developing best practices and sample policies and Medical Resource Hospital contract language to support better drug stewardship.

Passed NHHA-drafted language for improving the licensure process for Medical Imaging and Radiation Therapy.

Passed NHHA-drafted language for creating a new student license type for Respiratory Therapy students to allow them to work in hospitals while they are still in training.

Drafted amendment language in collaboration with health system pharmacists to address white bagging and brown bagging of medications to replace a legislative bill that was retained by the Senate Health and Human Services Committee earlier in the year. The amendment was accepted by the Senate HHS Committee, and it moves to the 2026 legislative session for consideration.

Partnered with a joint committee of compliance officers and health information management directors, finalized hospital-specific module to be added to the NH AG's Sexual Assault Nurse Examiners' (SANE) Model Protocol to help streamline requirements and create better communications between all parties to benefit victims.

Created a statewide standard Request for Information form that all hospitals adopted for SANE medical records requests to be used by SANE nurses, law enforcement, courts, etc.

Promoted the adoption of generic compliance/risk department emails for each hospital that can be shared with outside entities that need to get in touch with hospitals on time sensitive compliance, risk or legal needs.

Partnered with New Hampshire Hospital to present the sixth annual report on Transportation and Restraints for Involuntary Emergency Admission patients to the NH House Health and Human Services Oversight Committee.

NHHA is a co-lead on DHHS' New Hampshire Care Connections project – focused on implementing a closed loop referral system for the state.

NHHA is a member of the UNH Artificial Intelligence Literacy in HHS education and workforce readiness task force – focused on evaluating AI adoption, education needs and workplace readiness in health care.



# RIPPLES OF IMPACT: THE STRENGTH OF WORKING TOGETHER

Through strong collaboration with community stakeholders in 2025, we were able to open doors to shared learning and create programs that truly support our community - all fueled by collective dedication.

Held Health Equity Innovation Summit bringing AHA and hospital representatives together to identify key themes, innovative ideas, and action items in 3 focus areas: person centered care, use of data to drive action, and community collaboration

Collaborated with hospitals and NH DHHS on developing priority projects to be included in NH's Rural Health Transformation Fund application

Held 7th and 8th Collaboration Events for Hospitals, LTC, ALF, and Home/Hospice focused on PASSR, POLST, and effective communication/collaboration

Hospital Acquired Pressure Injury (HAPI) Root Cause Analysis/ Corrective Action Plan tool created by subcommittee of NHHQPSC to standardize HAPI Serious Event Reporting by hospitals to NH DHHS

Provided Clinical Peer Supporter Training to increase clinical peer supports in NH hospitals

Co-hosted NH Falls Task Force Annual Falls Prevention Conference

Created new "Care on the Line: How Medicaid Cuts Harm Patients & Strain Hospitals" report

Completed a project with multiple hospitals and universities/colleges in standardizing student nurse requirements prior to on-boarding for clinical rotations. The standards were implemented by all hospitals and universities/colleges with student nurses for the fall 2025

Care Traffic Control continues to meet regularly to evaluate the effectiveness and efficiencies of the CTC system in support of IEA patient admissions to DRFs

Launched first cohort ( 6 hospitals participating) of 2 year TeamBirth Project to improve communication, teamwork and patient engagement during labor and delivery in 12 NH birthing hospitals

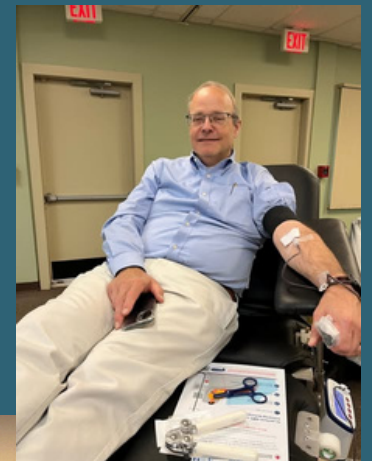
Created new report - "Challenges Confronting New Hampshire's Health Care System" - and shared with a broad audience, including the media

Conducted a successful 2025 Annual Meeting with over 350 people in attendance and over 90 percent of survey respondents reporting an overall rating of the event as excellent or very good



# COMMITMENT TO COMMUNITY

Health care is a profession built on service, with a commitment to giving back at its core. In this spirit, our team dedicated time throughout the year to volunteer with a variety of community organizations, offering both our time and resources to support those in need and enhance the well-being of our local communities. As part of Granite United Way's Day of Giving in May, our New Hampshire Hospital Association (NHHA) and Foundation for Healthy Communities (FHC) team proudly supported the Granite United Way's work by assembling wound care kits at the NH Harm Reduction Coalition. And the NHHA and FHC team came together again to partner with the American Red Cross to host two blood drives in July and November. Our team collaborated to collect food for our community and came together to support Family Promise during the holiday season with toys, clothing and gift cards for families in need.



"Together we can do great things."  
Mother Teresa



# GUIDING PRINCIPLES



## 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 individuals and communities they serve.

## VISION

Through leadership, collaboration, and partnership with other stakeholders, the NHHA envisions a healthy New Hampshire where all communities and individuals are able to reach their highest potential for health.

## Diversity Statement

The New Hampshire Hospital Association and the Foundation for Healthy Communities are committed to advancing the health and well-being of all people in New Hampshire. To advance our missions, we value inclusive care that recognizes and affirms every individual's unique characteristics, culture, and experiences. We believe that all people deserve respect and to be accepted as they are, free from discrimination and bias.



## Hospitals and Health Systems in New Hampshire

### ACADEMIC MEDICAL CENTER



1. Dartmouth Health: Dartmouth Hitchcock Medical Center (Mary Hitchcock Memorial Hospital)

### SPECIALTY HOSPITALS



2. Hampstead Hospital
3. Encompass Health Rehabilitation Hospital of Concord
4. New Hampshire Hospital
5. Northeast Rehabilitation Hospital
6. Veteran's Affairs Medical Center

### LARGE COMMUNITY HOSPITALS



7. Beth Israel Lahey Health Exeter Hospital
8. Catholic Medical Center
9. Concord Hospital
10. Concord Hospital-Laconia
11. Dartmouth Health: Cheshire Medical Center
12. Elliot Hospital
13. Frisbie Memorial Hospital
14. Mass General Brigham Wentworth-Douglass Hospital
15. Parkland Medical Center
16. Portsmouth Regional Hospital
17. Southern New Hampshire Medical Center
18. St. Joseph Hospitals

### CRITICAL ACCESS HOSPITALS



19. Androscoggin Valley Hospital
20. Cottage Hospital
21. Concord Hospital-Franklin
22. Dartmouth Health: Alice Peck Day Memorial Hospital
23. Dartmouth Health: New London Hospital
24. Dartmouth Health: Valley Regional Hospital
25. Huggins Hospital
26. Littleton Regional Healthcare
27. Maine Health Memorial Hospital
28. Monadnock Community Hospital
29. Speare Memorial Hospital
30. Upper Connecticut Valley Hospital
31. Weeks Medical Center



# BOARD OF TRUSTEES OCTOBER 2025 – OCTOBER 2026

## OFFICERS/EXECUTIVE COMMITTEE

Chair Michael Peterson, FACHE  
President & CEO, Androscoggin Valley Hospital

Vice Chair John Jurczyk, FACHE  
NHHA Delegate to AHA President, St. Joseph Hospital  
Regional Policy Board 1

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President & CEO, Cottage Hospital

Immediate Past Chair Susan Reeves, EdD, RN, CENP  
Chief Nurse Executive, Dartmouth Health

President Stephen Ahnen  
ex officio President, New Hampshire Hospital Association

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Deb Cresta President  
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Concord Hospital

Meaghan Smith, MSN, NEA-BC, RN, FAONL\* Chief Nursing Officer  
Speare Memorial Hospital




\*New in 2025-2026

# MEET OUR TRUSTED ENDORSED BUSINESS PARTNERS

The New Hampshire Hospital Association is proud of its Endorsed Business Partner program, designed to build strong and lasting relationships that offer exceptional value, benefits and satisfaction to our hospital members.



## CONNECT WITH US AND JOIN THE CONVERSATION

 603-225-0900

 [info@NHHA.org](mailto:info@NHHA.org)

 [NHHA.org](http://NHHA.org)

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