



ALICE PECK DAY
MEMORIAL HOSPITAL

A Dartmouth-Hitchcock Affiliate

COMMUNITY *Care*

Strategic Plan 2020

Pediatrician
Sam Ogden, MD
with Irene



Community Care

Since 2013, Alice Peck Day Memorial Hospital (APD) has been on a journey to meet our commitment to patients and our community while also navigating the complex state of health care.

Today we share a **new strategic plan** for our future.

The plan embraces APD's membership in the Dartmouth-Hitchcock Health system, the largest health system in New Hampshire. It also confirms our identity as a hospital committed to our community.

The plan expresses our mission and our vision. It includes the values we uphold in our work every day as well as four strategic pillars that represent our focus for the future.

We invite you to join our journey of community care.



Orthopaedic physician assistants Joel Dizon, MPAS;
Alexandra Angelo, MPAS; and Rebecca Van Dolah, MPAS

“Health is the result of so much more than a doctor’s visit or a hospital stay. People can’t have **personal biological health** without **social, cultural**, and **economic health**. To truly foster healthy people, we need to **reach beyond the walls of the clinic**, into the homes and communities of our patients.”

Brian Lombardo, MD
Medical Director of Primary Care at APD



OUR MISSION



Our mission is to improve the health and wellbeing of the community.

We have had many mission statements since our founding in 1932. But we've really had only one mission and this statement reflects what we know to be true about APD. This is our sole purpose. It guides all that we do and serves as our foundation.

“I’m so grateful to Dr. Galanes for getting me involved in FitScripts. Working with Susan, I’ve already lost 20 pounds, increased my balance, improved my strength, and am having fun doing it!”

Judy Hayward
APD patient



Susan Van Abs
Upper Valley Aquatic Center
Personal Trainer

“FitScripts has really been so much fun. With this program, I get to introduce the gym to new people. Then once they’re here, they know that they have a friend who can help them if they ever have a question or need some help. I think that really encourages them to stay active in the program.”

Medical Staff
President and
orthopaedic surgeon,
John Houde, MD, with
his patient, Marisue



OUR VISION

Our vision is to
build a healthier
community,
**one connection
at a time.**

It's different at APD. We take the time to get to know you and understand your needs. In a fast-paced world, we slow down because that helps us to provide care and see you as a whole person. We believe that staying small and intimate helps us to realize our vision of a healthier and happier community.



Alexis Melcher, MA, in primary care with her pediatric patient, Henry

Ivan Tomek, MD
Orthopaedic Surgeon

“The unique thing about APD is that **I can spend quality time with every single patient.** That’s something few orthopaedic surgeons can say. The stakes are pretty high—you want to make sure the person and the institution and the staff to whom you’re entrusting your care **know you**, and **know your goals.** I don’t think you can get that from a person in a 10 or 15 minute visit.”





“Our purpose is to **serve others**. By spending **time with our patients**, by seeing the whole person, we see all the factors—some of which we control, some of which we don’t—that impact your health. And we ask ourselves: **Are we serving your needs** and how **could we serve them better?**”



Dale Collins Vidal, MD, MS
Executive Director, Multi-Specialty Clinic

OUR VALUES

Kindness

APD is a friendly, generous, and considerate organization.

Community

APD is a valuable part of the fabric of the Upper Valley.

Service

We help others when and where they need us.

Partnership

We respectfully collaborate in all that we do.

STRATEGIC PILLAR

Preserve and Strengthen APD's Unique Culture of Caring

Our culture of caring starts with our people.

At APD, everyone is committed to patient care: nurses, doctors, surgeons, technicians, managers, and the staff who clean our hospital and clinic.

They come to work every day because they want to take care of patients in a personal and meaningful way.

Which is why our strategic plan begins by supporting our people.

We want to help them advance professionally. We want to reduce stress from work. We want to communicate better so we can better take care of our patients and each other.

And if we can take care of our people, we know it will also help our patients.

“I love working at APD. Connecting patients to the resources that they need is so important. **Seeing a patient succeed** once those connections have been made **makes everything worthwhile.”**

Karry LaHaye, MhlthComm
Primary Care Social Worker

“Caring is not only caring for patients, it’s **caring for our whole team.”**

Jean Ten Haken, MSN, RN, CENP
Chief Operating Officer and
Chief Nursing Officer



Leslie Joslin, RN, at APD's Emergency Department with her patient, Elsa

STRATEGIC PILLAR

Positively Impact the Social Determinants of Health

Did you know that about 80% of what makes you “healthy” has little to do with a hospital or medical clinic?

Having a steady job that pays enough, living in a safe neighborhood, having access to enough fresh food, clean water, and affordable housing—these factors make up the “social determinants of health.” APD plans to positively affect these factors, and thus realize our mission of improving the health and wellbeing of the community.

Meeting this goal will require strong partnerships and new initiatives.

For instance, we are working with other leading employers to advance sustainable economic development in the Upper Valley. Why? Because well paying jobs increase access to adequate housing and food.

With support from the community, we’ve advocated to raise the age to purchase tobacco and related products (like vapes and e-cigarettes) to 21 because there is clear evidence this reduces addiction to nicotine and other harmful substances.

And thanks to generous donors, we recently launched the Primary Care Impact Fund, which provides funding to support 5–10 projects led by APD Primary Care providers that address the social determinants of health.



“APD is a **fantastic community hospital**, but so much of what makes a person healthy lies outside of the walls of any clinic. To have **a true and lasting impact**, we need to connect what happens within the walls of the hospital to what happens in patients’ lives outside those walls.”

Sara Kobylenski
APD Trustee



**Our Lebanon neighbors
Laurie and Felix enjoying the
Mascoma River Greenway
near the APD campus.**

“From this collaboration between D-H and APD, we’ve seen **tremendous opportunity** for process change like **expedited recovery** that ultimately benefits all parties, most of all our patients. I’ve been really pleased to hear from patients regarding how much they **appreciated their experience at APD.**”

Michael Sparks, MD
Section Chief, DHMC Orthopaedics



STRATEGIC PILLAR

Expand and Diversify Clinical Services

We have a unique opportunity to increase the number and complexity of patients who come to APD for care. Up the road, Dartmouth-Hitchcock Medical Center (DHMC) has strong demand for their services. APD can care for some of these patients and benefit our community and the health care system.

We are also collaborating as a Dartmouth-Hitchcock Health (D-HH) member by staffing our emergency department and hospitalist service in partnership with DHMC providers. This allows for better care coordination, increased access, and better outcomes.

We plan to expand surgical services, which has long been a source of strength at APD. More DHMC providers will come to our clinic and operating rooms, bringing their patients and care teams to campus. And with Dartmouth-Hitchcock's Connected Care and Center for TeleHealth, we expect to increase our patients' access to specialty services without them having to leave our campus.

Ivan Tomek, MD
APD Orthopaedic Surgeon

STRATEGIC PILLAR

Ensure Long-Term Viability of APD

Like all U.S. health care organizations, APD must navigate a complex environment that includes decreased reimbursement rates, challenging demographic trends, increased oversight, and stiffer competition from a different set of “health care” companies like Amazon and Walmart.

In light of these challenges, small independent hospitals in Northern New England face an uncertain future. APD is fortunate to be a member of D-HH, which is the largest health care system in New Hampshire. Membership has provided APD with economies of scale, combined office functions, and improved electronic health records.

We also plan to further our efforts to secure philanthropy. This support will enable APD to invest in our facility so that our exterior matches the quality of care that our patients receive inside our walls.



Michael Ritondo, MD, FACOG
Gynecology



An enduring legacy of community care

The question everyone asks me is, what is APD doing to fulfill its purpose now that it is no longer an independent community hospital?

The answer lies in the strategic plan that this publication outlines. As we embrace the opportunities that come with being a member of the D-HH system, APD is still equally committed to ensuring that caring and community remain the hallmarks of our identity and purpose.

Towards that end, we are determined to address the issues which have the most impact on what makes a person healthy. In partnership with other organizations and leaders, we will work to positively impact the social determinants of health. It means APD will take a more active role in shaping the elements of the Upper Valley that can have a positive effect on the overall health of our community and specifically our patient population.



The roots of this effort come from our commitment to caring. Our staff come to APD every day because of our mission and because they want to care for patients in a way that is personal and meaningful. Because of their dedication, we are able to take exceptional care of our patients, their family members, and the larger community.

From there we can build on the benefits which come from APD's membership in the D-HH system. As part of the largest health system and the only academic medical system in New Hampshire, APD has been able to expand the number and complexity of the clinical services we offer. This means more people will come to APD and experience how we care for patients. Bringing more patients to APD, in turn, helps to support our mission to improve the health and wellbeing of our community.

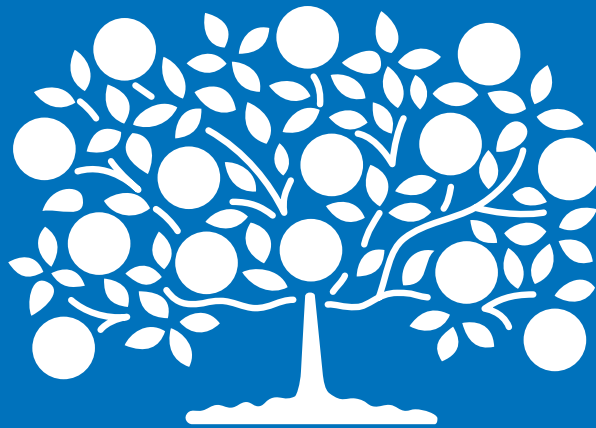
As we look ahead to APD's future, I am reminded, too, of the past. I've been honored to be a part of the APD family for more than 18 years. This is a special place, with special people, and we will remain committed to the mission, vision, values, and plan you have just seen. I'm confident in our



ability to realize these goals together and continue caring for the community for many years to come.

I hope you always feel welcome here.

Susan E. Mooney, MD, MS, FACOG
President and CEO



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