

RESILIENCE

2020 Annual Report





Leading innovative collaboration to improve the health status of Northern New Hampshire.

History and Purpose

We are a rural health network, created in 1997 as a vehicle for addressing common issues through collaboration among health and human service providers serving Northern New Hampshire.

We are engaged in activities for:

- ▶ Solving common problems and facilitating regional solutions
- ▶ Creating and facilitating services and programs to improve population health status
- ▶ Providing health professional training, continuing education, and management services to encourage sustainability of the healthcare and workforce infrastructure
- ▶ Increasing capacity for local public health essential services
- ▶ Increasing access to healthcare and other resources for underserved and uninsured residents of Northern NH

Together with other organizations throughout the region, we provide, coordinate, or facilitate:

- ▶ Training and continuing education for all levels of healthcare professionals
- ▶ Improved access to services for underserved residents
- ▶ Regional forums on community health issues
- ▶ Community needs assessment and health status monitoring
- ▶ Program development and management
- ▶ Services for regional collaborative initiatives



Please contact us to get involved or to learn more about our programs.

NCHCNH.org
603-259-3700

From our Board President and Interim CEO

This past year has been a year of change and challenges. **But instead of viewing these challenges as stone walls, we have turned them into stepping stones . . . we have faced the winds of change and have turned so that the wind is now behind us, pushing us forward in new positive directions.**

Our Board has demonstrated a **renewed and deep commitment** to NCHC and our mission to meet the needs of our staff, our community, and our partner organizations.

Our staff has shown tenacity, flexibility, and creativity by quickly building and adapting to safe guidelines through remote work; adopting new client-facing guidelines for in-person programs to be able to continue serving those in need; providing trainings and conferences virtually; **developing new program models that can be delivered remotely** to keep our youth connected; and creating new models to respond to emerging public health needs.

Our clients have learned how to attend programs remotely, adapting to telehealth and attending programs even in isolation while awaiting test results; and our state and local community has supported us through collaboration and financial assistance.

Like most organizations, we needed to make extremely difficult decisions that have included cost-saving measures across the organization, suspending residential services for three months, eliminating positions, laying off staff, and critically examining the viability and community need for programs and services.

To us, resilience means more than bouncing back – it means using the challenges as a new force, a new energy to advance, meeting the emerging needs of our community – and reexamining and re-committing to our mission as we look towards the future. We continue to move forward, with the wind at our back, spreading new seeds of growth as we enter a new year. **We are and will continue to be . . . resilient.**



–Becky McEnany, Interim Chief Executive Officer



–Michael Lee, Board President

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Stepping Up to Resilience

A Year to Remember Over and above our pivots to create new program models and ways of working, we were also able to take a leadership role in response to the pandemic to help coordinate efforts between North Country towns, healthcare organizations, and the community at large.

January

Late January: North Country Regional Public Health Network (RHPN) began monitoring for potential cases of COVID-19 in tandem with the NH Department of Health and Human Services (DHHS).

March

March 2: DHHS announces first presumptive positive result for person in NH tested for COVID-19.

March 13: National emergency declared. State of emergency declared in NH.

March 18: NCHC identified the need for a formalized Unified Command structure to be responsive to the needs of the region. RHPN activated the MACE (Multi-Agency Coordinating Entity),

bringing to the table 5 overarching entities as Unified Command partners to manage the COVID-19 pandemic response in the region: NCHC, City of Berlin, Town of Bethlehem, Town of Lancaster, and Littleton Emergency Management.

March 26: Emergency Order 17: Closure of non-essential businesses and stay-at-home requirement for Granite Staters.

April

April: Colebrook Police Department joins the Unified Command team, expanding the regional group to 6 partnering entities.

May-June

May-June: RPHN recruited and vetted new Medical Reserve Corps (MRC) volunteers, lead volunteer trainings, including orientation to the Northern NH MRC, introductions to the National Incident Management System (NIMS) and Incident Command System (ICS), and prepared volunteers to work in Alternate Care Sites.



July-Sept

July-Sept: Increased facilities available to be Points of Dispensing (PODs), and training to cover all aspects of planning for mobilizing to ensure capacity to provide medications, vaccines, or medical supplies. The North Country RHPN prepared by partnering with agencies in the community to form open and closed PODs.

Serving the communities at large, the RPHN currently maintains 6 Open POD agreements, and partnered with 4 new agencies last year to initiate closed PODs for the clients/residents of:

- The Morrison Assisted Living
- Glencliff Home
- Grafton County House of Corrections
- Coos County Nursing Hospital

Altogether, the region now has 12 Closed PODs serving these special populations.

Some of our Accomplishments include:

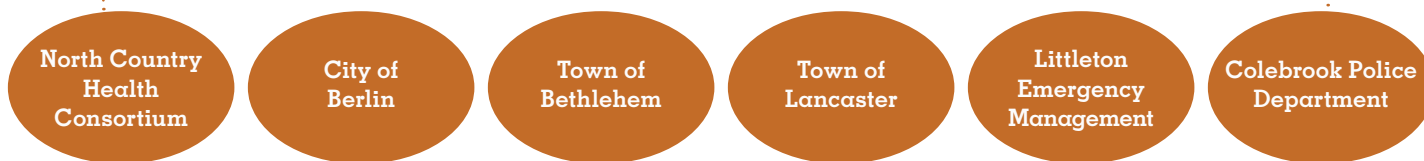
Personal Protective Equipment (PPE) ▸ Maintained a liaison role at State and Federal levels, facilitating the ordering and acquisition of PPE for healthcare and long-term care facilities, while keeping stock of the regional emergency supply trailers.

Capacity ▸ Participated in planning and set-up for medical surge sites, partnering with the NH National Guard and regional hospitals.

Volunteer Training ▸ Recruited, vetted, and lead virtual orientation trainings for Medical Reserve Corps (MRC) volunteers.

Information Clearinghouse ▸ Provided daily updates and risk communication to the community via the NCHC website and other media platforms.

Multi-Agency Coordinating Entity (MACE) → Unified Command Partners



Resiliency 101: Basic Public Health

Healthy Smiles

Our oral health program helped spread the word about the importance of good oral health and provided oral health education to

300+

parents, staff, and students, preschool through grade 6, in the North Country.



Getting the Lead Out

NCHC began working on NH Health Homes **Lead Poisoning Prevention** Initiative to reduce the risk of lead poisoning in children throughout the North Country.

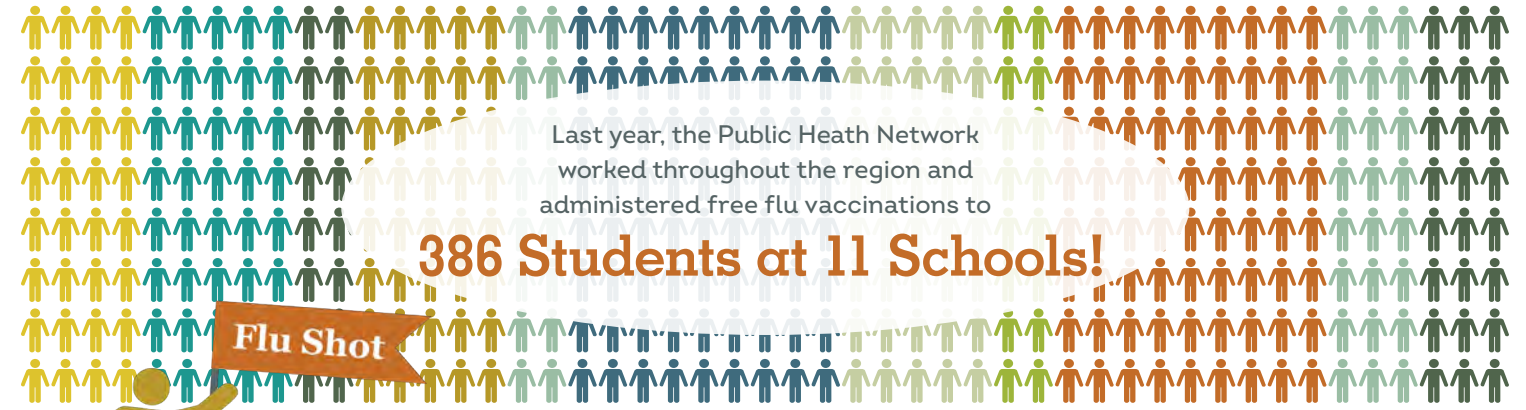
Our Goals:

- ▶ Create community-focused, culturally competent marketing campaign informing region about Childhood Lead Poisoning Prevention Initiative
- ▶ Engage municipalities, healthcare professionals, and the education sector in lead poisoning prevention efforts
- ▶ Host 2 lead information sessions
- ▶ Work with North Country realtors, building centers, and municipal officials to disseminate materials that increase awareness and provide lead prevention resources for new homeowners and for homeowners doing their own renovations



North Country Health Consortium's Oral Health Program focuses on community outreach and education. The program engages community members, of all ages, to connect oral health to overall health.

Flu Shots & Vaccinations: Improving Immune Response in the North Country



Last year, the Public Health Network worked throughout the region and administered free flu vaccinations to

386 Students at 11 Schools!



In July, we began planning community-based **influenza drive-through clinics** to administer vaccinations to North Country residents in Littleton, Lancaster, and Haverhill.



Increased Vaccine Storage

The North Country Public Health Network purchased a new **vaccination storage refrigeration unit** with digital data logger that can be monitored using Wi-Fi. The Regional Public Health Network (RPHN) can now safely store and monitor vaccinations to keep the North Country population immunized against preventable diseases, starting with the COVID-19 vaccine when it becomes available.



Public health services include: increasing awareness and access to substance use disorder prevention, treatment, and recovery services by monitoring and enhancing continuum of care systems; ongoing development to ensure public health emergency preparedness; and strategic planning to mitigate the health impacts of climate change and other disease prevention and health promotion activities.

Resilience to Stay the Course

Turning DWIs Around

Last year, our Impaired Driver Care Management Program (IDCMP) made a pivot early in the pandemic to offer services virtually, including program intakes and NCHC facilitated Impaired Driver Education Program (IDEP) classes. We were able to help 131 people regain their driving privileges, while referring 163 people who were identified as having a possible substance use disorder to additional recovery support services, such as counseling with a Licensed Alcohol and Drug Counselor (LADC).

2020 Participation			
Total Intakes	Total IDEPs	Individuals Participated	Individuals Completed
200	23	163	131



In NH, residents convicted of an impaired driving offense are required to participate in a state-approved Impaired Driver Care Management Program (IDCMP). NCHC's IDCMP supports individuals to navigate the system to regain driving privileges.

Consistent and Responsive Despite the Pandemic

Historically serving participants in-person, the Drug Treatment Court of Grafton County was the first in the state to offer virtual hearings. The court relied on Zoom encrypted technology, where NCHC helped facilitate court sessions with the Judge, as well as providing support for team meetings during quarantine.

Our innovation minimized interruption to the system, reduced back logs, and continued to give participants the option to choose intensive supervision and treatment over a potentially lengthy prison term.



The Drug Treatment Court's Case Manager and Licensed Alcohol and Drug Counselor (LADC) meet at the courthouse to support participants.

Drug Treatment Court Participants

- 14 Enrolled in 2019/2020
- 5 Graduated From the Program
- 2 Achieved High School Equivalency (HISET)
- 2 Enrolled in College
- 12 Working Full Time
- 2 Working Part Time



Drug Treatment Court of Grafton County is a multi-phase intervention program designed for adults who have been convicted of a felony and diagnosed with a SUD as an alternative to prison time.

Building Resilience Statewide

Day of Learning!

In collaboration with North Country Healthcare, Coös County Nursing Home, Coös County Nursing Hospital, NH Health Care Association, the NH Sector Partnerships Initiative, and Genesis HealthCare-Country Village Center, we hosted the 2nd Annual Day of Learning, Celebration, and Renewal for Licensed Nursing Assistants (LNAs) last October. Over 100 nursing assistants, along with vendors, presenters, and planners, attended this full-day event.

Educational topics for the day included:

- Supporting patients and families with trauma responsive care
- Effective and productive communication with coworkers, patients, and families
- Recognizing skin and wound care concerns
- Self-care & wellness for the caregiver

Continuing Education 2020

74 Events

31 Live
30 Live Virtual
13 Self-Paced Online

7 Partners

UNH, MHCDS, NCH, Caravan Health, WMCC, Statewide IDNs, NH Healthcare Sector*

1048 Attendees

Girl Power: Girls in Technology

In December, the NNH AHEC staff participated in a Girls in Technology Day interactive workshop titled, "There's a Health Career for Everyone" with White Mountain Community College and NH Department of Education (NH DOE).



*UNH- University of New Hampshire, MHCDS- Master of Health Care Delivery Science, NCH- North Country Healthcare, WMCC- White Mountains Community College

Pivots in Trainings and Forums

Last year, Region 7 Integrated Delivery Network (IDN) was involved with 14+ trainings/forums that reached 200+ people. Starting in March, these numbers were dramatically impacted by the pandemic. In-person trainings were canceled and eventually recreated to be virtual. **The upshot is that now many of these trainings will be available virtually for the fall and winter months.**

Exploring Unintended Consequences

In December, Region 7 IDN partners engaged in a Ripple Effects Mapping exercise aimed at exploring the intended and unintended consequences of the DSRIP (Delivery System Reform Incentive Program Waiver) work underway in the region.

Five main themes were identified from the exercise:

- 1 ▶ The enhancement of care coordination
- 2 ▶ Commitment to an integrated "whole person" approach to care
- 3 ▶ Critical Time Intervention (CTI) for care transitions
- 4 ▶ Accessible Substance Use Disorder treatment options
- 5 ▶ The impact of workforce shortages

The Region 7 IDN partners have used this insight to inform discussions about the best use of incentive payments earned by the region to address these areas of opportunity. During the COVID pandemic, this information provided focus for efforts to leverage the strength of the network to address the needs of the region's most vulnerable residents.

Help Where it's Needed

Last October, Coös County Department of Corrections completed an agreement for project-specific funding to support the delivery of intensive case management services and Medication Assisted Treatment (MAT) to inmates of the correctional facility.

Last Year's Numbers

662

People served using the CTI model

9

New MAT programs developed

810

People served with new MAT programs

2

New IOP programs developed

440

People served with new IOP services

107

People practicing as Peer Recovery Coaches

2042

People served with Recovery Coach services

1689

People served with enhanced care coordination services

MAT: Medication Assisted Treatment
IOP: Intensive Outpatient Program
CTI: Critical Time Intervention



The Northern New Hampshire Area Health Education Center (NNH AHEC) ensures a rural focus on workforce development for statewide health professions. The center serves health and human service organizations and educational institutions in Coös, Carroll, Grafton, and Belknap Counties.



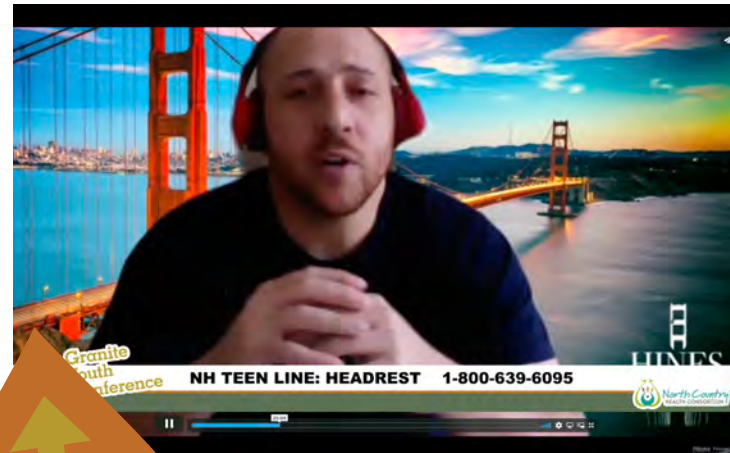
Region 7 IDN is a collaboration to improve the health status of Northern New Hampshire.

The Building Capacity for Transformation project is a statewide initiative focused on bringing together physical healthcare, mental health, and substance use disorder treatment. As part of the project, partners in Coös, Carroll, and Northern Grafton Counties have joined together to form the Region 7 Integrated Delivery Network, or IDN.

Building Youth Resilience through Engagement

Virtual UP Granite Youth Conference

June's virtual conference proved to be as engaging as ever with a presentation by award-winning global speaker, Kevin Hines, who was diagnosed with bipolar disorder at 19. Hines jumped off the Golden Gate Bridge and survived the suicide attempt. He now travels the world sharing his story of hope, healing, and recovery, while teaching people of all ages the art of wellness and ability to survive pain with true resilience.



Facilitated by North Country youth, this free livestream included an interactive chat session, shoutouts from local youth and past presenters, and resources for the 1200 viewers in attendance.

“... the virtual presentation went well and was just as impactful as it would have been face to face. Huge kudos to you and everyone who made it possible!”

–Phil, Student Assistance Professional



The Substance Misuse Prevention Network collaborates with schools to implement proven strategies to improve school climates and train students to lead and mentor peers and younger students to understand the consequences of substance misuse.

680+ lbs

of unused prescription medications were collected in the North Country on Drug Take Back Day, Oct 2019

We Delivered 288 info packets

filled with educational information and resources about substance misuse to households with 7–12th grade students.

Coalition Educates Lawmaker About Drug-Free Communities

NH Senator, Jeanne Shaheen, visited Woodsville High School to learn more about the Drug-Free Communities (DFC) Grant and its impact on the Haverhill Area Substance Misuse Prevention Coalition. The group presented relevant statistics of youth substance use and highlighted the Coalition's priorities and initiatives throughout the tenure of the DFC Grant: Drug Take Back Day, various chem-free community events, sticker shock campaigns, and community education sessions, including parent-

focused opportunities to learn about the dangers of vaping and detecting drug use and risky behaviors in teens.



The Coalition is comprised of citizen stakeholders representing 12 different sectors, including, state and local government, substance misuse organizations, youth, parents, business, media, schools, youth-serving organizations, law enforcement, civic organizations, religious organizations, and healthcare, with the mission to reduce and

prevent substance misuse among youth by working together to build a healthy, safe and drug-free community.



Gathered around the table to meet Senator Shaheen and members of her staff were Members of the Haverhill Coalition, DFC Program Coordinator, and local students.

“Reaching young people through prevention and educational initiatives is fundamental to turning the tide of the substance use disorder epidemic.”

–Senator Jeanne Shaheen

Student Assistance Programs › Last year NCHC conducted:

153 strategies reaching
2,488 students

28 strategies reaching
1,200 parents

163 small group sessions reaching
304 students

1,968 individual sessions reaching
543 students



Substance Misuse Programs includes programming to address the entire continuum of care from prevention, identification, early intervention, treatment, to recovery supports.

Tapping Into Our Resilience

Pivoting our Response

Our WARM (Wellness And Recovery Model) and W2WC (Ways2Wellness CONNECT) programs pivoted quickly to stay connected to our clients. Initially, this included outreach solely by telephone, however, quickly transitioned to more innovative operations. We began providing telehealth; developed written protocols, including COVID screening and social distancing methods (including meetings with clients outdoors); acquired plenty of Personal Protective Equipment (PPE); and the option for clients to take sanitized tablets inside their homes to share health, safety, and medication concerns with us via Zoom.

Continued Support for Chronic Illness

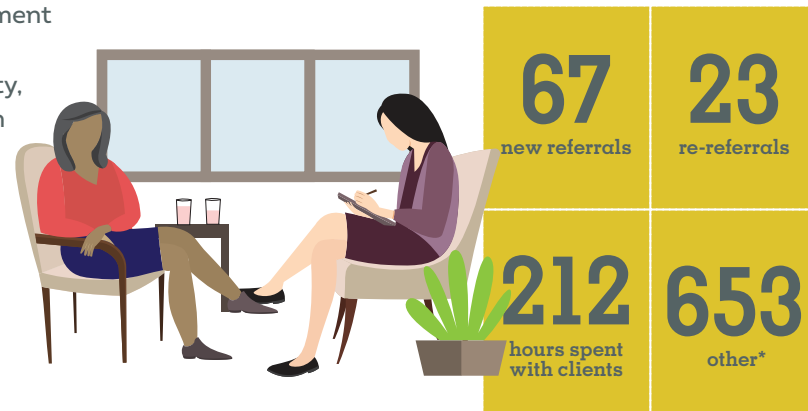
Last year, Ways2Wellness CONNECT Community Health Workers (W2WC CHWs) worked with 122 clients in their homes or the community to: provide chronic disease self-management tools and health information; assist in managing provider instructions and medications; and connect them to services and supports that can help with paying for medication and medical bills, food, transportation, and housing.

2019/20 Referring Agencies to W2WC

Ammonoosuc Community Health Services	Huggins Hospital	North Country Medical & Wellness	Rowe Health Center
AV Home Care Services	Indian Stream Health Center	North Country Primary Care/Littleton Regional Healthcare	Upper Connecticut Valley Hospital
Coös County Family Health Services	North Country Home Health & Hospice		Weeks Medical Center

Aggregating "Pop-Up Resources"

From individual acts of kindness to group-organized endeavors, the pandemic prompted many in the North Country to do what they could to help. Through our connections with members and partners in the community, we learned about these "pop-up resources" and created a database that is updated regularly and available through the AskPETRA website.



*includes phone calls, emails, and other forms of contact made on behalf of clients, such as interaction with family, providers, and community services (both tables).

Continued One-on-One SUD Support

Last year, the WARM program provided Community Health Worker/Recovery Coach (CHW/RC) Support



to 43 individuals with Substance Use Disorder (SUD); community and professional education around SUD, including Recovery Coach Academy, Mental Health First Aid, Motivational Interviewing, Stigma and Language Training, and other beneficial SUD treatment and recovery topics; and engagement with Community Coalitions to change the culture around addiction by hosting community conversations, trainings, and other educational opportunities.

2019/20 Referring Agencies to WARM

Ammonoosuc Community Health Services	Coös County Family Health Services	Littleton Police Department	North Country Recovery Center
Coös County Drug Treatment Court	Doorway at AVH	North Country Health Consortium/Clinical Services	Northern Human Services
	Doorway at LRH		Private Practice
	Family Resource Center		Weeks Medical Center

Where Does Your Path Begin?

Start Where You Are.



The Wellness And Recovery Model (WARM) Program provides

No-Cost Recovery Support Services.

We can help you on your path of recovery!

Working with Law Enforcement

Recovery-Oriented Policing Model (ROPM) is a pilot program supported by our WARM program. ROPM was created to help law enforcement engage with and link individuals to treatment and other resources.

Anticipated ROPM Outcomes Include:

- Strengthening partnerships between law enforcement and other organizations to increase support, including healthcare, treatment, basic needs, and recovery resources.
- Providing training for law enforcement and other first responders to expand their knowledge and understanding of recovery and local resources.
- Development of data collection and tracking tools to show program impact to further sustainability conversations.



W2WC links Community Health Workers (CHWs) with patients age 55+ who are struggling with unmanaged chronic disease and experiencing barriers to achieving health and wellness.



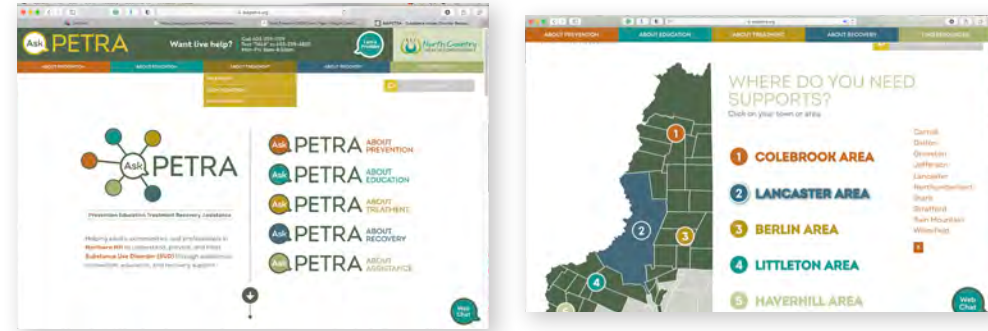
Our Wellness And Recovery Model Program (WARM) program is a federally funded initiative to reduce the impact of substance use/opioid use disorders (SUD/OUD) and overdose deaths in the North Country by increasing awareness, education, capacity, and access to recovery and treatment resources.

Local Help for Local Needs, and the

AskPETRA for Prevention, Education, Treatment, Recovery, Assistance

As a response to Northern NH's Substance Use Disorder (SUD) crisis, NCHC launched AskPETRA in April 2020 to address prevention, treatment, and recovery services in the North Country.

AskPETRA is designed to fill gaps in regional systems-level navigation and infrastructure.



We know that support with daily needs makes a dramatic difference in recovery from SUD. AskPETRA has compiled local resources to support adults in the North Country. Our easy-to-use database features connections that include housing, food, healthcare, job search, childcare, and more.

AskPETRA includes a broad range of SUD education plus a regional outreach plan including the development of a robust website, resources, and communication tools.



AskPETRA is the North Country Health Consortium's response to Northern NH's Substance Use Disorder (SUD) crisis. This free service provides local training and one-on-one help to connect providers, adults, and families with the help they need to understand, prevent and treat SUD.

Resilience to Continue on Our Path

Save One Life

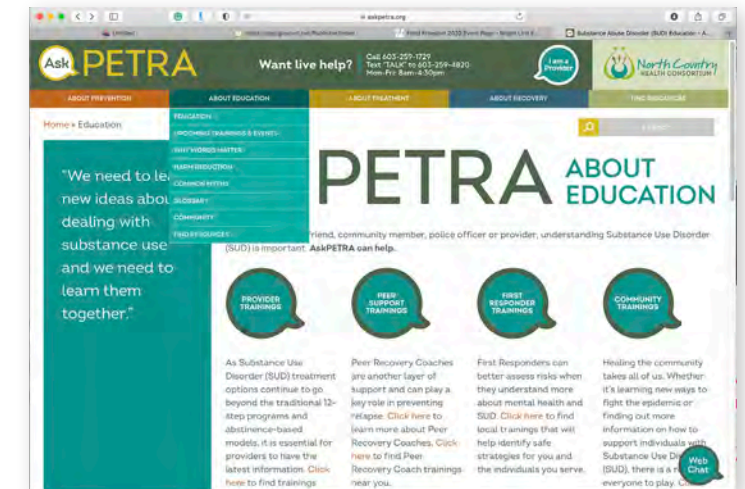
In August, AskPETRA rolled out the "Save One Life" campaign, consisting of education in SUD stigma and harm reduction, as well as the promotion of the life-saving drug, naloxone. AskPETRA's naloxone kits include Narcan, sterile supplies, fentanyl test strips, CPR masks and gloves, and educational materials.



Provider Outreach and Education

AskPETRA has compiled a comprehensive database of resources to support providers, first responders, educators, and community members in Northern NH who are affected - in one way or another - by SUD. This includes connections to education, treatment, recovery, and supports like housing, food, employment, childcare, and more.

AskPETRA.org includes efforts to support and collaborate with first responders as partners to combat SUD in the North Country.



The website is always adapting to our local audience in these challenging, ever-changing times and includes professional trainings plus up-to-date guidance and resources related to treatment and recovery. Some of last year's trainings for providers covered brain injury and overdose, ethical considerations of peer recovery, alcohol use in the shadows, unintended consequences of cannabis, and the assessment and treatment of co-occurring personality disorders.

The Resilience to Keep it Going



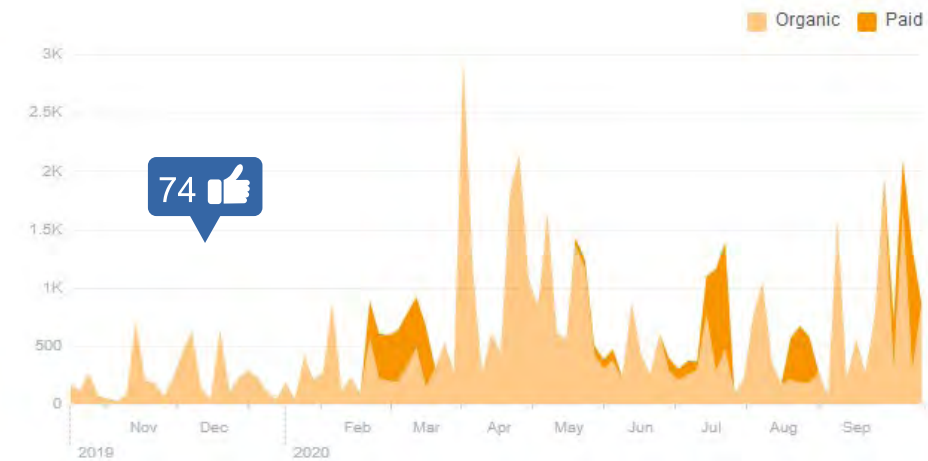
Our heartfelt thank you to our amazing staff for their dedication and commitment to the people of the North Country.

Connecting Resilience

Collaboration and Outreach through Social Media

Post Reach

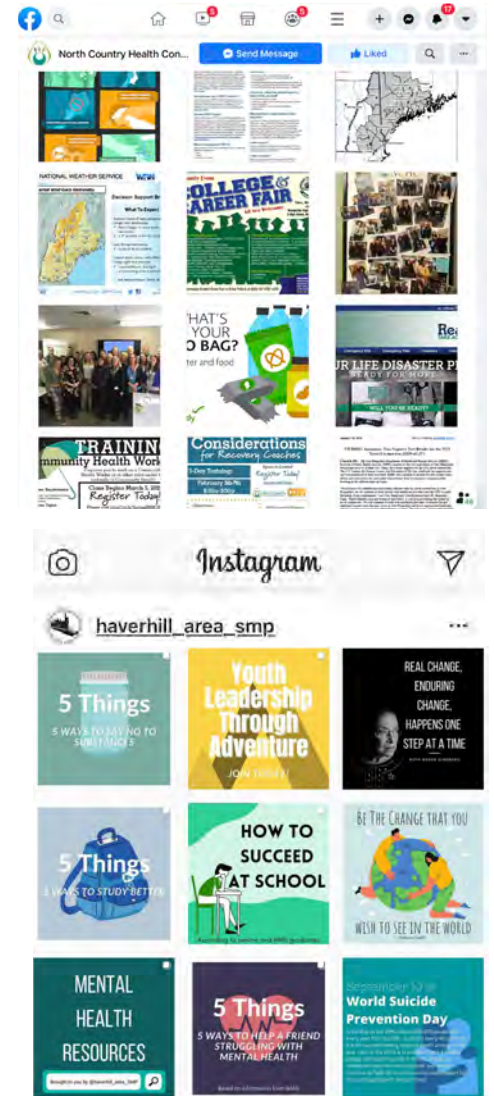
The number of people who saw any of your posts at least once. This metric is estimated.



Between our Facebook pages, Instagram, LinkedIn, and Twitter, our staff is always pushing out great, local, up-to-date information. Our Facebook Posts alone have attracted as many as 2500 viewers!



Let us know your opinion on the priority needs and concerns in your North Country Community by connecting to our social media sites. Interact with us by liking and sharing posts, sending direct messages and commenting.



Resilience to Know What to Do

Overcoming Challenges at Friendship House

Another chapter in Substance Use Disorder Treatment: Friendship House programs seek new future

For the last three years, the Friendship House and Substance Use Disorder (SUD) Clinical Services, managed by NCHC, has included Residential Treatment for the disease of addiction, Intensive Outpatient and Outpatient services to residents of Northern NH

After much discussion, in a special board meeting, the NCHC Board of Directors made the decision to seek another home for the SUD Clinical Services programs, with a full transition by the end of December 2020. The Governor has allocated

continuous challenge to cover costs for the high-quality services delivered, which was significantly magnified by COVID. The Board of Directors applauds the dedicated staff for all of their efforts and successes serving people with substance use disorder.”

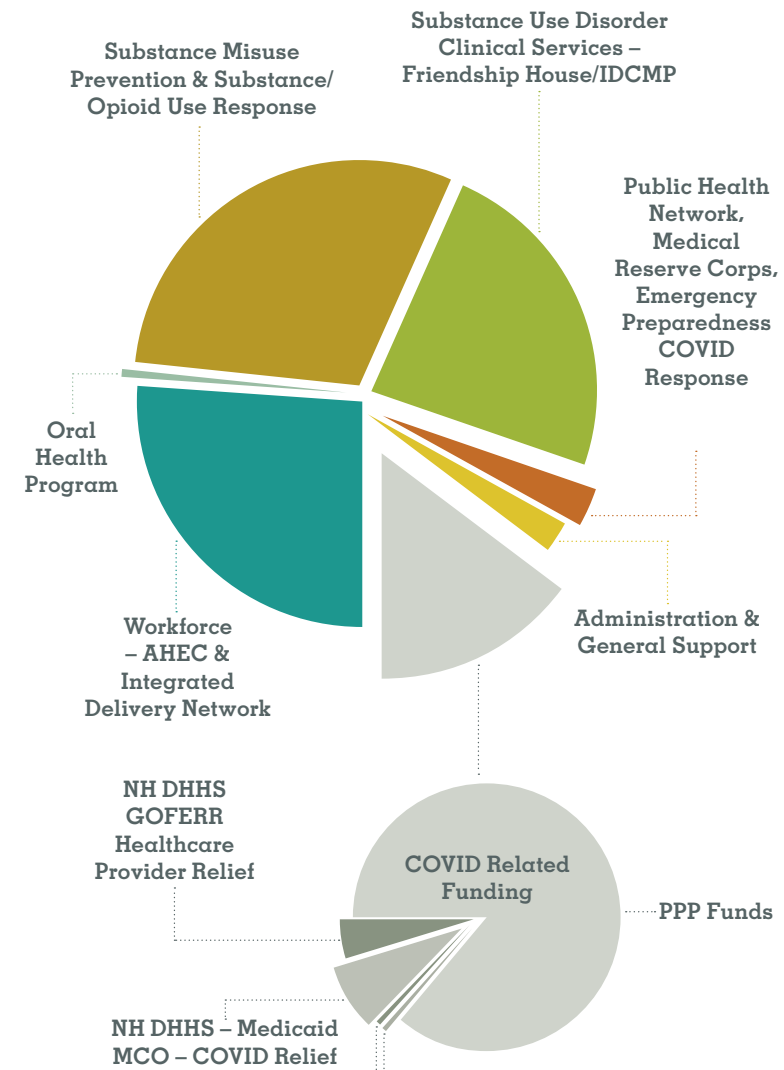
... the NCHC Board of Directors made the decision to seek another home for the SUD Clinical Services programs ...

and beyond. A complete transformation included setting up a new building, expanding treatment beds from 14 to 28, and achieving a prestigious designation from the Commission on the Accreditation of Rehabilitation Facilities (CARF). Since that time, NCHC has provided addiction-related treatment and counseling services to 533 people for residential treatment, and more than 800 individuals for evaluations and outpatient treatment, addressing this significant public health need.

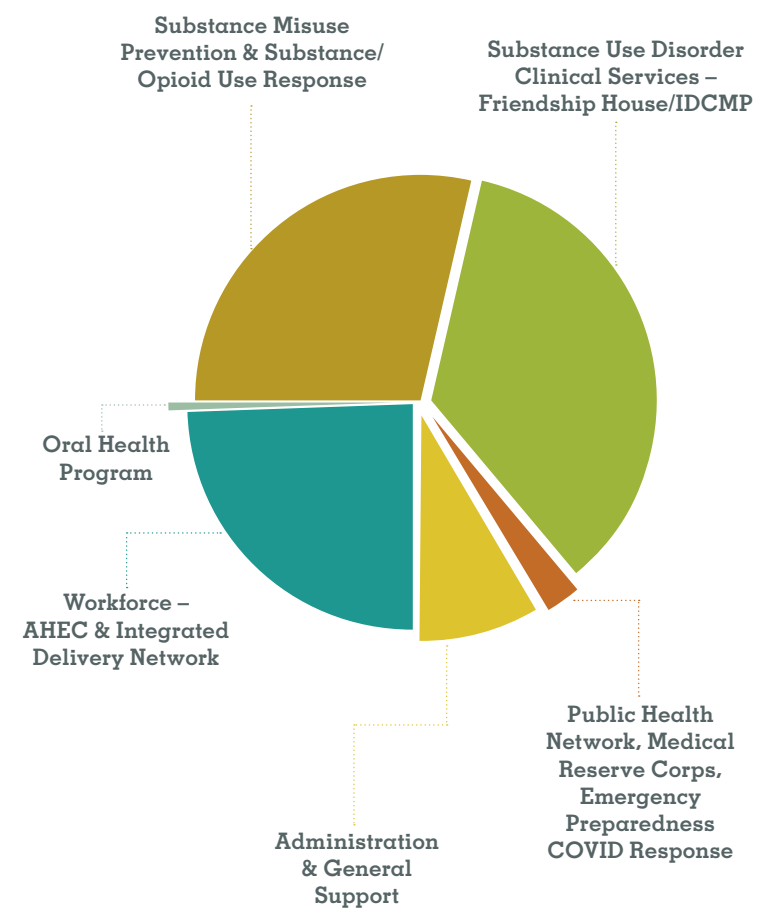
CARES Act funding to NCHC that will allow the programs to remain open through the end of December 2020, and NCHC will be working with the State and the community to identify potential providers of these critical services in the North Country. Mike Lee, NCHC's Board President, noted "North Country Health Consortium assumed operations of the Friendship House when there was no apparent home for it because there was—and still is—a significant need for high quality treatment. Unfortunately, it has been a



FY 2020 Revenue Sources: \$6.295 million (unaudited)



FY 2020 Program Expenses: \$6.565 million (unaudited)



Friendship House is a facility for residential clinical services for substance use disorder in Bethlehem.

Substance Use Disorder Clinical Services includes residential, outpatient, and intensive outpatient services.



Our Resilience is Possible Because

of YOUR Resilience. Thank You!

NCHC Members

45 th Parallel EMS	Androscoggin Valley Hospital	Indian Stream Health Center	RS Consulting
Adaptive Sports Partners of the North Country	Center for New Beginnings	Littleton Regional Healthcare	Tri-County Community Action Program, Inc.
AHEAD, Inc.	Coos County Family Health Services	Mid-State Health Center	University of New England
All Saints' Episcopal Church	Cottage Hospital	New Hampshire AHEC	Upper Connecticut Valley Hospital
Ammonoosuc Community Health Services	Family Resource Center	North Country Healthcare	Weeks Medical Center
Androscoggin Valley Home Care Services	Grafton County Nursing Home	North Country Home Health & Hospice Agency	White Mountains Community College
		Northern Human Services	

NCHC Funders

AmeriHealth Caritas New Hampshire	NAMI New Hampshire	New Hampshire Judicial Branch
Beacon (Wellsense)	Neil and Louise Tillotson Fund, NH Charitable Foundation	SAU #7, Colebrook
Dartmouth Medical School/Geisel School of Medicine	National Association of County & City Health Officials	US Centers for Medicare & Medicaid Services
Grafton County Human Services	New Hampshire Bureau of Drug & Alcohol Services	US Department of Health & Human Services, Health Resources & Services Administration, Office of Rural Health Policy
Integrated Delivery Network Region #7	New Hampshire Charitable Foundation	US Substance Abuse & Mental Health Services Administration, Center for Substance Abuse Prevention
JSI Research & Training Institute, Inc.	New Hampshire Department of Health & Human Services	
Lamprey Healthcare/Southern NH Area Health Education Center	New Hampshire Healthy Families	
Mascoma Bank Giving Fund		

NCHC Board

President (O) Michael Lee President, Weeks Medical Center	Ken Gordon CEO, Coos County Family Health Services
Vice President (O) Rev. Curtis Metzger All Saints' Episcopal Church	Gregory Culley, MD Interim CEO, Indian Stream Health Center
Treasurer (O) Michael Counter Executive Director, North Country Home Health & Hospice Agency	Tara MacKillop Executive Director, Androscoggin Valley Home Care Services
Secretary (O) Karen Woods Administrative Director, Cottage Hospital	Lars Nielson, MD Community SUD Provider
Scott Colby President & CEO, Upper Connecticut Valley Hospital	Jeanne Robillard CEO, Tri-County Community Action Program
Ed Duffy, MD Executive Vice President, Littleton Regional Healthcare	
Suzanne Gaetjens-Oleson Regional Mental Health Administrator, Northern Human Services	





**Leading innovative collaboration to improve
the health status of Northern New Hampshire.**