

**COMMUNITY BENEFITS REPORTING FORM**

*Pursuant to RSA 7:32-c-1*

FOR FISCAL YEAR BEGINNING 7/01/2014

*to be filed with:*

Office of the Attorney General  
Charitable Trusts Unit  
33 Capitol Street, Concord, NH 03301-6397  
603-271-3591

**Section 1: ORGANIZATIONAL INFORMATION**

**Organization Name Lakes Region Mental Health Center, Inc. (d/b/a Genesis Behavioral Health)**

**Street Address 111 Church Street**

**City Laconia County 01 - Belknap State NH Zip Code 3246**

**Federal ID # -20272138 State Registration # 1574**

**Website Address: www.genesisbh.org**

Is the organization's community benefit plan on the organization's website? Yes

Has the organization filed its Community Benefits Plan Initial Filing Information form? Yes

**IF NO**, please complete and attach the Initial Filing Information Form.

**IF YES**, has any of the initial filing information changed since the date of submission?

Yes **IF YES**, please attach the updated information.

**Chief Executive:** Margaret M. Pritchard 6035241100 mpritchard@genesisbh.org

**Board Chair:** Susan L. Stearns 6037385843 sstearns@naminh.org

**Community Benefits**

**Plan Contact:** Kristen M. Welch 6035241100 kwelch@genesisbh.org

Is this report being filed on behalf of more than one health care charitable trust? No

**IF YES**, please complete a copy of this page for each individual organization included in this filing.

## **Section 2: MISSION & COMMUNITY SERVED**

Mission Statement: The mission of Genesis Behavioral Health is to provide essential services that enhance the emotional and mental health of our communities.

Has the Mission Statement been reaffirmed in the past year (*RSA 7:32e-I*)? Yes

Please describe the community served by the health care charitable trust. “Community” may be defined as a geographic service area and/or a population segment.

Service Area (Identify Towns or Region describing the trust’s primary service area):

Per its contract with the State of New Hampshire, Bureau of Behavioral Health, Genesis Behavioral Health serves Belknap and southern Grafton Counties, including the towns of Alexandria, Alton, Ashland, Barnstead, Belmont, Bridgewater, Bristol, Campton, Center Harbor, Ellsworth, Gilford, Gilmanton, Groton, Hebron, Holderness, Laconia, Meredith, New Hampton, Plymouth, Rumney, Sanbornton, Thornton, Tilton and Wentworth.

Service Population (Describe demographic or other characteristics if the trust primarily serves a population other than the general population):

Genesis Behavioral Health serves children, families, and adults of all ages who are living with - and recovering from - mental illness and/or emotional distress. The organization provides services pursuant to RSA 135-c and the He-M Administrative Rules governing community mental health centers. This includes the provision of an intake and assessment to determine clinical eligibility for state-defined mental health services, as well as 24/7 emergency services to anyone in the community experiencing a psychiatric crisis, regardless of their insurance status or ability to pay.

Genesis Behavioral Health offers individual, group and family therapy; psychiatry; nursing; community support programs for people with severe and persistent mental illness; case management; community-based care; housing; supported employment; substance abuse treatment; Assertive Community Treatment (ACT) Team; and children and family services, including trauma-focused therapy, Project Renew for transition-age youth, art therapy and play therapy. Child Impact Seminars are offered in Laconia and Plymouth for divorcing families.

Beyond the statutes, however, CMHCs benefit the communities they serve in many ways, including consultation and debriefings for crisis situations, substance abuse treatment, trauma-focused services, and support for mental health courts, wellness initiatives, and disaster planning. GBH has partnered with LRGHealthcare to provide staff for the Senior Psychiatric Unit, the Designated Receiving Facility in Franklin, and the Weight Institute of New Hampshire, in addition to providing Emergency Services. GBH has clinicians co-located in area schools, primary care offices, and nursing homes to improve access to care for the community.

**Section 3: COMMUNITY NEEDS ASSESSMENT**

In what year was the last community needs assessment conducted to assist in determining the activities to be included in the community benefit plan?

2013 (Please attach a copy of the needs assessment if completed in the past year)

Was the assessment conducted in conjunction with other health care charitable trusts in your community? Yes

Based on the needs assessment and community engagement process, what are the priority needs and health concerns of your community?

	NEED (Please enter code # from attached list of community needs)
1	401
2	122
3	101
4	330
5	321
6	322
7	501
8	602
9	120

What other important health care needs or community characteristics were considered in the development of the current community benefits plan (e.g. essential needs or services not specifically identified in the community needs assessment)?

	NEED (Please enter code # from attached list of community needs)
A	102
B	121
C	601
D	371
E	374
F	609
G	526

Please provide additional description or comments on community needs including description of “other” needs (code 999) if applicable. *Attach additional pages if necessary:*

As the community mental health center serving Region 3, Genesis Behavioral Health is responsible for the provision of mental health treatment and services for individuals of all ages living with - and recovering from - mental illness and/or emotional distress. In the 2013 Regional Health Data Report and the 2011 Central New Hampshire Health Partnership Community Needs Assessment (the two most recent community needs assessments in GBH's

catchment area, access to mental health care is identified as a top priority need. This is particularly true in southern Grafton County, where transportation options are limited and the geography is more rural than in the Laconia region. Mental health was listed third in the top five services with access difficulties in the 2011 assessment. Participants noted issues such as isolation due to the rural setting, long winters, alcohol and drug use, financial burdens, and lack of employment opportunities as challenges to living in central New Hampshire. All of these issues contribute to one's mental health status, yet mental health is noted as difficult to address due to lack of access.

The difficulty in accessing mental health services in the Lakes Region is attributable to several factors, namely lack of health insurance or financial resources (the individuals surveyed are those who do not meet the criteria for state eligibility), limited transportation options, and poverty. Genesis Behavioral Health is a partner in the Lakes Region Partnership for Public Health and the Central New Hampshire Health Partnership, and will continue to work with the collaborating organizations to alleviate barriers to mental health care in Belknap and southern Grafton Counties. As a recipient of grant funds from both counties, Genesis Behavioral Health utilizes these dollars to subsidize short-term therapy for adults in need of counseling services, in an effort to increase access to behavioral health care and alleviate the burden on those without insurance and adequate financial resources. Genesis Behavioral Health utilizes a 10-passenger minibus obtained through a grant with the NH Department of Transportation to facilitate transportation to appointments for individuals with limited access.

The 2013 report noted that the Lakes Region has statistically higher rates of poverty, individuals without health insurance, utilization of the emergency department for mental health conditions, and suicide than the averages for New Hampshire. In addition, the region has a critical shortage of behavioral health providers, which contributes to reduced access to mental health care and poorer health outcomes.

The financial and operational impact of the State's effort to reduce health care costs and the resulting inclusion of community mental health in Phase 1 of its Medicaid Managed Care initiative has been significant. After a year of implementation and two or more of planning, rates and payment structure are still being negotiated with the Managed Care Organizations (one of the original three has already withdrawn). Payments for services have been delayed, resulting in increased use of GBH's line of credit and the need to liquidate investments to offset this expense. Administrative time has increased tremendously, as pre-authorizations and waivers are now required for many services that were previously part of one's prescribed treatment plan.

While Medicaid Expansion (New Hampshire Health Protection Program) and the Affordable Care Act may offer some relief to uninsured and/or underinsured patients in the future, GBH has not yet seen the effects of these programs, as they were not implemented until August 2014.

**Section 4: COMMUNITY BENEFIT ACTIVITIES**

Identify the categories of Community Benefit activities provided in the preceding year and planned for the upcoming year (note: some categories may be blank). For each area where your organization has activities, report the past and/or projected unreimbursed costs for *all* community benefit activities in that category. For each category, also indicate the *primary* community needs that are addressed by these activities by referring to the applicable number or letter from the lists on the previous page (i.e. the listed needs may relate to only a subset of the total reported costs in some categories).

<i>A. Community Health Services</i>	<i>Community Need Addressed</i>	<i>Unreimbursed Costs (preceding year)</i>	<i>Unreimbursed Costs (projected)</i>
<i>Community Health Education</i>	2 8 E	\$20,896.00	\$21,020.00
<i>Community-based Clinical Services</i>	-- -- --		
<i>Health Care Support Services</i>	3 2 E	\$191,074.00	\$208,112.00
<i>Other:</i>	-- -- --		

<i>B. Health Professions Education</i>	<i>Community Need Addressed</i>	<i>Unreimbursed Costs (preceding year)</i>	<i>Unreimbursed Costs (projected)</i>
<i>Provision of Clinical Settings for Undergraduate Training</i>	-- -- --		
<i>Intern/Residency Education</i>	2 E --	\$35,491.00	\$37,621.00
<i>Scholarships/Funding for Health Professions Ed.</i>	-- -- --		
<i>Other:</i>	-- -- --		

<i>C. Subsidized Health Services</i>	<i>Community Need Addressed</i>	<i>Unreimbursed Costs (preceding year)</i>	<i>Unreimbursed Costs (projected)</i>
<i>Type of Service: Emergency Services</i>	2 3 D	\$193,217.00	\$204,810.00
<i>Type of Service: Underfunded Services</i>	2 3 D	\$619,042.00	\$656,185.00
<i>Type of Service:</i>	-- -- --		
<i>Type of Service:</i>	-- -- --		
<i>Type of Service:</i>	-- -- --		

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<b><i>D. Research</i></b>	<b><i>Community Need Addressed</i></b>	<b><i>Unreimbursed Costs (preceding year)</i></b>	<b><i>Unreimbursed Costs (projected)</i></b>
<i>Clinical Research</i>	-- -- --		
<i>Community Health Research</i>	-- -- --		
<i>Other:</i>	-- -- --		

<b><i>E. Financial Contributions</i></b>	<b><i>Community Need Addressed</i></b>	<b><i>Unreimbursed Costs (preceding year)</i></b>	<b><i>Unreimbursed Costs (projected)</i></b>
<i>Cash Donations</i>	-- -- --		
<i>Grants</i>	-- -- --		
<i>In-Kind Assistance</i>	-- -- --		
<i>Resource Development Assistance</i>	-- -- --		

<b><i>F. Community Building Activities</i></b>	<b><i>Community Need Addressed</i></b>	<b><i>Unreimbursed Costs (preceding year)</i></b>	<b><i>Unreimbursed Costs (projected)</i></b>
<i>Physical Infrastructure Improvement</i>	-- -- --		
<i>Economic Development</i>	-- -- --		
<i>Support Systems Enhancement</i>	2 3 8	\$5,718.00	\$6,061.00
<i>Environmental Improvements</i>	-- -- --		
<i>Leadership Development; Training for Community Members</i>	-- -- --		
<i>Coalition Building</i>	2 3 8	\$48,224.00	\$51,118.00
<i>Community Health Advocacy</i>	2 3 8	\$24,800.00	\$27,280.00

<b><i>G. Community Benefit Operations</i></b>	<b><i>Community Need Addressed</i></b>	<b><i>Unreimbursed Costs (preceding year)</i></b>	<b><i>Unreimbursed Costs (projected)</i></b>
<i>Dedicated Staff Costs</i>	2 -- --	\$24,456.00	\$25,923.00
<i>Community Needs/Asset Assessment</i>	2 -- --	\$453.00	\$475.00
<i>Other Operations</i>	2 -- --	\$42,686.00	\$44,820.00

<b><i>H. Charity Care</i></b>	<b><i>Community Need Addressed</i></b>	<b><i>Unreimbursed Costs (preceding year)</i></b>	<b><i>Unreimbursed Costs (projected)</i></b>
<i>Free &amp; Discounted Health Care Services</i>	2 3 A	\$818,173.00	\$899,990.00

<b><i>I. Government-Sponsored Health Care</i></b>	<b><i>Community Need Addressed</i></b>	<b><i>Unreimbursed Costs (preceding year)</i></b>	<b><i>Unreimbursed Costs (projected)</i></b>
<i>Medicare Costs exceeding reimbursement</i>	-- -- --		
<i>Medicaid Costs exceeding reimbursement</i>	-- -- --		
<i>Other Publicly-funded health care costs exceeding reimbursement</i>	-- -- --		

**Section 5: SUMMARY FINANCIAL MEASURES**

<i>Financial Information for Most Recent Fiscal Year</i>	<i>Dollar Amount</i>
<i>Gross Receipts from Operations</i>	\$9,792,781.00
<i>Net Revenue from Patient Services</i>	\$8,157,859.00
<i>Total Operating Expenses</i>	\$9,105,380.00
<i>Net Medicare Revenue</i>	\$474,781.00
<i>Medicare Costs</i>	\$194,150.00
<i>Net Medicaid Revenue</i>	\$6,954,621.00
<i>Medicaid Costs</i>	\$2,843,920.00
<i>Unreimbursed Charity Care Expenses</i>	\$403,485.00
<i>Unreimbursed Expenses of Other Community Benefits</i>	\$357,185.00
<i>Total Unreimbursed Community Benefit Expenses</i>	\$760,670.00
<i>Leveraged Revenue for Community Benefit Activities</i>	\$56,510.00
<i>Total Community Benefits including Leveraged Revenue for Community Benefit Activities</i>	\$817,180.00

**Section 6: COMMUNITY ENGAGEMENT in the Community Benefits Process**

<i>List the Community Organizations, Local Government Officials and other Representatives of the Public consulted in the community benefits planning process. Indicate the role of each in the process.</i>	<i>Identification of Need</i>	<i>Prioritization of Need</i>	<i>Development of the Plan</i>	<i>Commented on Proposed Plan</i>
1) Genesis Behavioral Health	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2) Community Action Program (Belknap-Merrimack Counties)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Central NH VNA & Hospice	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Health First Family Care Center	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Lakes Region Community Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Lakes Region Partnership for Public Health	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Granite United Way	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) LRGHealthcare	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Communities for Alcohol and Drug-Free Youth (CADY)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10) Mid-State Health Center	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11) Newfound Area Nursing Association	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12) Pemi-Baker Home Health and Hospice	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13) CHaD/Plymouth Pediatrics and Adolescent Medicine	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14) Plymouth Regional Clinic	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15) Speare Memorial Hospital	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16) Whole Village Family Resource Center	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17) Community Members - Surveys	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18) Focus Groups	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide a description of the methods used to solicit community input on community needs (attach additional pages if necessary): The most recent community needs assessment for Belknap County was led by the Lakes Region Health Data Collaborative and completed in 2013. The group utilized 2 data sources to inform the assessment - a review of publicly available health related data from vital statistics, surveys, and other objective data sources; and focus group interviews involving community members representing a variety of social sectors. Focus group information was analyzed together with vital record data, survey results, and other objective health data to identify community strengths, needs, and priorities for future work.

GBH serves both Belknap and southern Grafton Counties, and thus utilizes two needs assessments in preparing this report. The most recent assessment for Grafton County was conducted in 2011 by the Central New Hampshire Health Partnership. The document was prepared by researchers from the Community Health Institute. This comprehensive assessment

included a 14-question survey that was distributed in the CNHHP service area between March and June 2011. Surveys were distributed online, through email blasts, display racks, front desk encouragement at service sites, and in person at a local shopping center. The researchers received 600 completed surveys, representing 2.2% of the adult population in the service area. They also conducted 21 community leader interviews, and held 2 focus groups (a total of 28 individuals attended these groups).

**Section 7: CHARITY CARE COMPLIANCE**

<b>Please characterize the charity care policies and procedures of your organization according to the following:</b>	<b>YES</b>	<b>NO</b>	Not Applicable
The valuation of charity does not include any bad debt, receivables or revenue	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written charity care policy available to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any individual can apply for charity care	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any applicant will receive a prompt decision on eligibility and amount of charity care offered	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Notices of policy in lobbies	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Notice of policy in waiting rooms	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Notice of policy in other public areas	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Notice given to recipients who are served in their home	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### **List of Potential Community Needs for Use on Section 3**

#### *100 - Access to Care; General*

- 101 - Access to Care; Financial Barriers
- 102 - Access to Care; Geographic Barriers
- 103 - Access to Care; Language/Cultural Barriers to Care
- 120 - Availability of Primary Care
- 121 - Availability of Dental/Oral Health Care
- 122 - Availability of Behavioral Health Care
- 123 - Availability of Other Medical Specialties
- 124 - Availability of Home Health Care
- 125 - Availability of Long Term Care or Assisted Living
- 126 - Availability of Physical/Occupational Therapy
- 127 - Availability of Other Health Professionals/Services
- 128 - Availability of Prescription Medications

#### *200 - Maternal & Child Health; General*

- 201 - Perinatal Care Access
- 202 - Infant Mortality
- 203 - Teen Pregnancy
- 204 - Access/Availability of Family Planning Services
- 206 - Infant & Child Nutrition
- 220 - School Health Services

#### *300 - Chronic Disease – Prevention and Care; General*

- 301 - Breast Cancer
- 302 - Cervical Cancer
- 303 - Colorectal Cancer
- 304 - Lung Cancer
- 305 - Prostate Cancer
- 319 - Other Cancer
- 320 - Hypertension/HBP
- 321 - Coronary Heart Disease
- 322 - Cerebrovascular Disease/Stroke
- 330 - Diabetes
- 340 - Asthma
- 341 - Chronic Obstructive Pulmonary Disease
- 350 - Access/Availability of Chronic Disease Screening Services

#### *360 - Infectious Disease – Prevention and Care; General*

- 361 - Immunization Rates
- 362 - STDs/HIV
- 363 - Influenza/Pneumonia
- 364 - Food borne disease
- 365 - Vector borne disease

*370 - Mental Health/Psychiatric Disorders – Prevention and Care; General*

- 371 - Suicide Prevention
- 372 - Child and adolescent mental health
- 372 - Alzheimer's/Dementia
- 373 - Depression
- 374 - Serious Mental Illness

*400 - Substance Use; Lifestyle Issues*

- 401 - Youth Alcohol Use
- 402 - Adult Alcohol Use
- 403 - Youth Drug Use
- 404 - Adult Drug Use
- 405 - Youth Tobacco Use
- 406 - Adult Tobacco Use
- 407 - Access/Availability of Alcohol/Drug Treatment

- 420 - Obesity
- 421 - Physical Activity
- 422 - Nutrition Education
- 430 - Family/Parent Support Services

*500 – Socioeconomic Issues; General*

- 501 - Aging Population
- 502 - Immigrants/Refugees
- 503 - Poverty
- 504 - Unemployment
- 505 - Homelessness
- 506 - Economic Development
- 507 - Educational Attainment
- 508 - High School Completion
- 509 - Housing Adequacy

*520 - Community Safety & Injury; General*

- 521 - Availability of Emergency Medical Services
- 522 - Local Emergency Readiness & Response
- 523 - Motor Vehicle-related Injury/Mortality
- 524 - Driving Under Influence
- 525 - Vandalism/Crime
- 526 - Domestic Abuse
- 527 - Child Abuse/Neglect
- 528 - Lead Poisoning
- 529 - Work-related injury
- 530 - Fall Injuries
- 531 - Brain Injury
- 532 - Other Unintentional Injury

533 - Air Quality  
534 - Water Quality

*600 - Community Supports; General*

601 - Transportation Services  
602 - Information & Referral Services  
603 - Senior Services  
604 - Prescription Assistance  
605 - Medical Interpretation  
606 - Services for Physical & Developmental Disabilities  
607 - Housing Assistance  
608 - Fuel Assistance  
609 - Food Assistance  
610 - Child Care Assistance  
611 - Respite Care

999 – Other Community Need

## Lakes Region Mental Health Center, Inc. (d/b/a Genesis Behavioral Health)

## Board of Directors Listing

30-Oct-14

Maggie Cell 630-7175, Kristen Cell 557-3160

President	Susan	Stearns	2 Summer Street	Northfield	NH	03276	738-5843 (C)	<a href="mailto:sstearns@naminh.org">sstearns@naminh.org</a>	3, October 2016	Executive (Chair), Development, Advocacy
Vice President	Deborah	Pendergast	51 Marjories Walk	Gilford	NH	03249	223-4210 (W) 231-9223 (C)	<a href="mailto:Deborah.Pendergast@dos.nh.gov">Deborah.Pendergast@dos.nh.gov</a>	2, October 2017	Executive, QI
Treasurer	Jim	Hundrieser	5 Waters Edge Lane	New Hampton	NH	03256	744-0817 (H) 481- 0649 (C)	<a href="mailto:jmhundrieser@plymouth.edu">jmhundrieser@plymouth.edu</a>	1, October 2015	Executive, Finance (Chair)
Secretary	Jannine	Sutcliffe	124 Deerwood Road	Holderness	NH	03245	279-4422 (H) 527- 7154 (W)	<a href="mailto:jsutcliffe@lrgh.org">jsutcliffe@lrgh.org</a>	2, October 2017	Executive, Development
Member at Large	Lori	Boelig	53 Captain's Walk	Laconia	NH	03246	271-2703 (W) 867- 7147 (C)	<a href="mailto:LNCBOTRL@gmail.com">LNCBOTRL@gmail.com</a>	1, October 2015	Governance
Member at Large	Joe	Driscoll	14 Kensington Drive	Laconia	NH	03246	520-6130 (C) 527-9179 (W)	<a href="mailto:jhd@mlolaw.com">jhd@mlolaw.com</a>	1, October 2017	TBD
Member at Large	Miller	Lovett	PO Box 1669	Meredith	NH	03253- 1669	279-7887 (H) 781-718-3553 (C)	<a href="mailto:miller@svmcl.us">miller@svmcl.us</a>	2, October 2015	Finance, Facilities
Member at Large	Ed	McFarland	50 Blueberry Lane Unit #5	Laconia	NH	03246	528-4283 (H)	<a href="mailto:mcfarland35@metrocast.net">mcfarland35@metrocast.net</a>	3, October 2016	Executive, Finance, Facilities
Member at Large	Liz	Merry	126 Shore Drive	Laconia	NH	03246	387-3828 (C) 527- 0259 (H)	<a href="mailto:lizmerry@myfairpoint.net">lizmerry@myfairpoint.net</a>	2, October 2016	Advocacy (Chair), Quality Improvement
Member at Large	Carol	Pierce	72 Shore Drive	Laconia	NH	03246	524-1441 (H) 387-2340 (C)	<a href="mailto:newdynam@aol.com">newdynam@aol.com</a>	2, October 2016	QI
Member at Large	Jennifer	Sereni	98 Weeks Road	Sanbornton	NH	03269	455-9066 (C)	<a href="mailto:joesereni@hotmail.com">joesereni@hotmail.com</a>	1, October 2015	Development
Member at Large	Cinda	Shepard	23 Liscomb Circle, #30	Gilford	NH	03249	556-9869 (H) 738- 5645 (C)	<a href="mailto:crozes@metrocast.net">crozes@metrocast.net</a>	1, October 2015	QI
Member at Large	Matthew	Soza	PO Box 6322	Laconia	NH	03247	998-5549 (C)	<a href="mailto:soza_matthew@yahoo.com">soza_matthew@yahoo.com</a>	2, October 2017	Development, Finance, QI, Facilities, Governance, Advocacy
Member at Large	Kim	Sperry	24 Blake Road	Meredith	NH	03253	279-5717 (H) 707-1017 (C)	<a href="mailto:ksperry@lakesregion.org">ksperry@lakesregion.org</a>	1, October 2016	Development (Chair)
Member at Large	Cinde	Warmington	77B School Street	Concord	NH	03301	387-0481 (C)	<a href="mailto:cwarmington@shaheengordon.com">cwarmington@shaheengordon.com</a>	3, October 2017	Executive, Governance (Chair), Strategic Alliance
Member at Large	Kelley	White, MD	26 Heritage Road	Laconia	NH	03246	998-3081 (H/C)	<a href="mailto:kellywhitemd@yahoo.com">kellywhitemd@yahoo.com</a>	2, October 2015	QI (Chair), Executive