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STATE OF NEW HAMPSHIRE

DEPARTMENT OF HEALTH AND HUMAN SERVICES

29 HAZEN DRIVE, CONCORD, NH 03301-6527  
603-271-5934 1-800-852-3345 Ext. 5934  
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Nicholas A. Toumpas  
Commissioner

José Thier Montero  
Director

July 15, 2014

Her Excellency, Governor Margaret Wood Hassan  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

100% Federal funds

Authorize the Department of Health and Human Services, Division of Public Health Services, to enter into an agreement with the Foundation for Healthy Communities, Vendor #154533-B001, 125 Airport Road, Concord, NH 03301, in an amount not to exceed \$279,000, to assist Critical Access Hospitals to improve quality of care for Medicare beneficiaries, to be effective date of Governor and Council approval, through August 31, 2015.

Funds are available in the following account for SFY 2015, and are anticipated to be available in SFY 2016 upon the availability and continued appropriation of funds in the future operating budgets, with authority to adjust amounts within the price limitation and amend the related terms of the contract without further approval from Governor and Executive Council.

05-95-90-902010-2218 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVS, HHS: DIVISION OF PUBLIC HEALTH, BUREAU OF PUBLIC HEALTH SYSTEMS, POLICY, & PERFORMANCE, HOSPITAL FLEX PROGRAM

Fiscal Year	Class/Account	Class Title	Job Number	Total Amount
SFY 2015	102-500731	Contracts for Prog Svc	90076000	215,000
SFY 2016	102-500731	Contracts for Prog Svc	90076000	64,000
			Total	\$279,000

**EXPLANATION**

Funds in this agreement will be used to provide evidence-based practices to assist the Critical Access Hospitals to improve quality and performance across the range of activities to ensure quality of care for Medicare beneficiaries in Critical Access Hospitals, ensure the financial viability of Critical Access Hospitals in order to support local access to care for Medicare beneficiaries, and develop and sustain systems of care between Critical Access Hospitals and other community health services in order to provide comprehensive care for Medicare beneficiaries.

The contractor will 1) work with Critical Access Hospitals on quality improvement projects; 2) work with Critical Access Hospitals on financial and operational improvement projects; 3) assist with the development of statewide systems of care focused on improving trauma, heart attack and stroke

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and the Honorable Council

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patient outcomes, and assist Critical Access Hospitals and their Public Health Networks with their community needs assessments.

According to the New Hampshire definition of rural, approximately 37% of the population and 84% of the landmass in New Hampshire is considered rural. As with most rural populations, those within New Hampshire tend to be proportionately older, are more likely to be dependent upon Medicaid or Medicare, or are uninsured, and reside in areas designated as Health Professional Shortage Areas or Medically Underserved Areas. New Hampshire residents in rural communities face geographic barriers to health care such as lack of transportation and increased travel time to health care providers and hospitals. New Hampshire's scenic rivers, mountain ranges, lakes and agricultural lands define the state's culture and geography but also create boundaries and barriers to the resources that improve health. Many New Hampshire residents depend on family and friends to get to and from grocery stores, work, medical facilities, and community events. Access to oral, mental, primary, specialty and/or reproductive health care can be a significant challenge, whether it's a few blocks or several hours away.

Although there are some statistics that show health benefits for rural residents, the majority of the differences identified show adverse health related measures in New Hampshire's rural areas. Some of the most notable differences are in the demographic characteristics of the rural residents, which impacts health status and access. Rural residents of the state are significantly older, poorer, and less educated than non-rural residents. These factors have all been shown to impact health status and access. Rural residents are also far more likely to be unemployed or out of the labor force and rural workers are more likely to be self-employed or to work in industries where health insurance benefits are less available.

These insurance patterns were reflected in the inpatient payer mix, and even more prominently in the payer mix for visits to hospital emergency departments. The majority of the uninsured were in employed families, however rural residents are less likely to have an employer sponsored health insurance option. Rural residents are also less likely to be insured for dental services. Birth records show that rural pregnant women have higher maternal tobacco use, maternal alcohol use, and are more likely to be under the age of twenty, unmarried and have Medicaid paid births. Resident death records show that rural residents are more likely to die in an accident or from suicide than other NH residents. In addition, rural residents are more likely to be hospitalized for injuries than other NH residents.

Although New Hampshire's population is slowly growing, it is also aging. 35.6% of the population is over age 50; about 20% are over 60; and over 9% are over 70. The Carsey Institute estimates that the population of those 65 and over will double in the next 20 years. New Hampshire will move from ranking 37 to 17 in terms of elderly population by 2030. These age structure shifts are not occurring evenly. Northern and central New Hampshire already contains a substantially larger proportion of residents age 65 and over than do other parts of the state. Much of this is a function of aging in place among current residents of these regions, coupled with a continuing loss of young adults. The senior population is much more likely to live in poverty and have significant medical and social services needs than those under 55. What's more, the majority of NH seniors live in the northern, rural areas of the State where – as previously stated - there are significant access barriers to health care.

Should Governor and Executive Council not authorize this Request, this will result in the discontinuation of program initiatives in developing and sustaining creative, effective access to quality health care services in rural NH communities.

The Foundation for Healthy Communities was selected for this project through a competitive bid process. A Request for Proposals was posted on The Department of Health and Human Services' web site from May 28, 2014 through June 25, 2014. In addition, a bidder's conference was held on June 11, 2014

One proposal was received in response to the Request for Proposals. Four reviewers who work internal and external to the Department reviewed the proposals. The reviewers represent seasoned public health administrators and managers who have between 11 to 34 years' experience managing agreements with vendors for various public health programs. Each reviewer was selected for the specific skill set they possess and their experience. Their decision followed a thorough discussion of the strengths and weaknesses to the proposals. The final decision was made through consensus scoring. The Bid Summary is attached.

As referenced in the Request for Proposals, Renewals Section, this competitively procured Agreement has the option to extend for two (2) additional year(s), contingent upon satisfactory delivery of services, available funding, agreement of the parties and approval of the Governor and Council.

The following performance measures will be used to measure the effectiveness of the agreement:

- Number and percent of change in state reporting by Critical Access Hospitals on at least one Medicare Beneficiary Quality Improvement Project outpatient measure
- Number of Critical Access Hospitals in state reporting Hospital Consumer Assessment of Healthcare Providers and Systems data
- Percent improvement for Critical Access Hospitals in days in Accounts Receivable, based on gross revenue
- Number of Critical Access Hospitals engaged in regional and/or national ST segment elevation myocardial infarction/stroke programs.
- Number of Critical Access Hospitals that have completed a community needs assessment, including the development of strategies to address identified needs

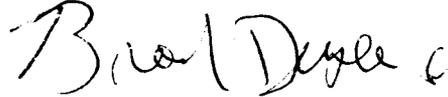
Area served: Statewide.

Source of Funds: 100% Federal Funds from the US Department of Health and Human Services, Health Resources and Services Administration.

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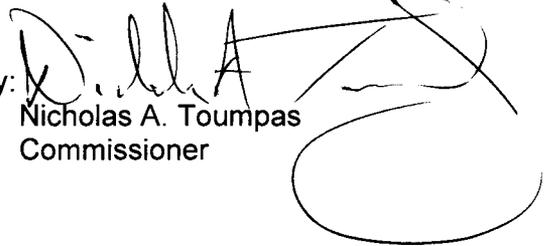
In the event that the Federal Funds become no longer available, General Funds will not be requested to support this program.

Respectfully submitted,



José Thier Montero, MD, MHCDS  
Director

Approved by:



Nicholas A. Toumpas  
Commissioner



**New Hampshire Department of Health and Human Services  
Office of Business Operations  
Contracts & Procurement Unit  
Summary Scoring Sheet**

**NH Medicare Rural Hospital Flexibility Program**  
RFP Name

**15-DHHS-DPHS-RHPC-03**  
RFP Number

**Reviewer Names**

1. Curtis Metzger, Program Manager, 11 years experience
2. Melinda Merrell, Director Hospital Program, SC Office of Rural Health, 11 years experience
3. Dolores Cooper, Financial Manager, 34 Years Experience
4. Shelley Swanson, Administrator, 21 Years Experience

Pass / Fail	Maximum Points	Actual Points
Pass	175	165

**Bidder Name**

1. **Foundation for Healthy Communities**
2. **0**

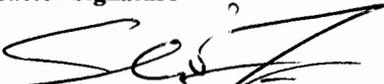
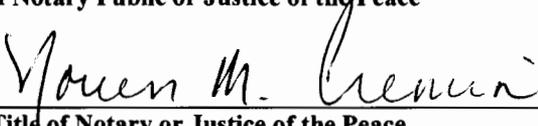
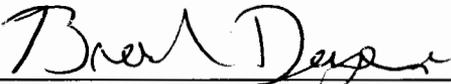
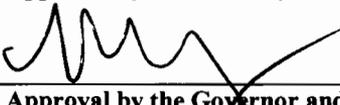
Subject: NH Medicare Rural Hospital Flexibility Program

**AGREEMENT**

The State of New Hampshire and the Contractor hereby mutually agree as follows:

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

<b>1.1 State Agency Name</b> NH Department of Health and Human Services Division of Public Health Services		<b>1.2 State Agency Address</b> 29 Hazen Drive Concord, NH 03301-6504	
<b>1.3 Contractor Name</b> Foundation for Healthy Communities		<b>1.4 Contractor Address</b> 125 Airport Road Concord, NH 03301	
<b>1.5 Contractor Phone Number</b> 603-415-4275	<b>1.6 Account Number</b> 05-95-90-901010-2218-102 500731	<b>1.7 Completion Date</b> 08/31/2015	<b>1.8 Price Limitation</b> \$279,000
<b>1.9 Contracting Officer for State Agency</b> Brook Dupee, Bureau Chief		<b>1.10 State Agency Telephone Number</b> 603-271-4501	
<b>1.11 Contractor Signature</b> 		<b>1.12 Name and Title of Contractor Signatory</b> Shawn LaFrance, Executive Director	
<b>1.13 Acknowledgement:</b> State of <u>NH</u> , County of <u>Merriam</u> On <u>7/15/14</u> before the undersigned officer, personally appeared the person identified in block 1.12, or satisfactorily proven to be the person whose name is signed in block 1.11, and acknowledged that s/he executed this document in the capacity indicated in block 1.12.			
<b>1.13.1 Signature of Notary Public or Justice of the Peace</b> [Seal]  Notary Public June 5, 2018			
<b>1.13.2 Name and Title of Notary or Justice of the Peace</b> Noreen M. Cremin Program & Grants Manager			
<b>1.14 State Agency Signature</b> 		<b>1.15 Name and Title of State Agency Signatory</b> Brook Dupee, Bureau Chief	
<b>1.16 Approval by the N.H. Department of Administration, Division of Personnel (if applicable)</b> By: _____ Director, On: _____			
<b>1.17 Approval by the Attorney General (Form, Substance and Execution)</b> By:  Megan Yopke - Attorney On: <u>7/23/14</u>			
<b>1.18 Approval by the Governor and Executive Council</b> By: _____ On: _____			

**2. EMPLOYMENT OF CONTRACTOR/SERVICES TO BE PERFORMED.** The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT A which is incorporated herein by reference ("Services").

**3. EFFECTIVE DATE/COMPLETION OF SERVICES.**

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, this Agreement, and all obligations of the parties hereunder, shall not become effective until the date the Governor and Executive Council approve this Agreement ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed. Contractor must complete all Services by the Completion Date specified in block 1.7.

**4. CONDITIONAL NATURE OF AGREEMENT.**

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Contractor notice of such termination. The State shall not be required to transfer funds from any other account to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

**5. CONTRACT PRICE/PRICE LIMITATION/PAYMENT.**

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT B which is incorporated herein by reference.

5.2 The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance hereof, and shall be the only and the complete compensation to the Contractor for the Services. The State shall have no liability to the Contractor other than the contract price.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8.

**6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/ EQUAL EMPLOYMENT OPPORTUNITY.**

6.1 In connection with the performance of the Services, the Contractor shall comply with all statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal opportunity laws. In addition, the Contractor shall comply with all applicable copyright laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of race, color, religion, creed, age, sex, handicap, sexual orientation, or national origin and will take affirmative action to prevent such discrimination.

6.3 If this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all the provisions of Executive Order No. 11246 ("Equal Employment Opportunity"), as supplemented by the regulations of the United States Department of Labor (41 C.F.R. Part 60), and with any rules, regulations and guidelines as the State of New Hampshire or the United States issue to implement these regulations. The Contractor further agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with all rules, regulations and orders, and the covenants, terms and conditions of this Agreement.

**7. PERSONNEL.**

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 Unless otherwise authorized in writing, during the term of this Agreement, and for a period of six (6) months after the Completion Date in block 1.7, the Contractor shall not hire, and shall not permit any subcontractor or other person, firm or corporation with whom it is engaged in a combined effort to perform the Services to hire, any person who is a State employee or official, who is materially involved in the procurement, administration or performance of this Agreement. This provision shall survive termination of this Agreement.

7.3 The Contracting Officer specified in block 1.9, or his or her successor, shall be the State's representative. In the event of any dispute concerning the interpretation of this Agreement, the Contracting Officer's decision shall be final for the State.

**8. EVENT OF DEFAULT/REMEDIES.**

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder (“Event of Default”):

- 8.1.1 failure to perform the Services satisfactorily or on schedule;
- 8.1.2 failure to submit any report required hereunder; and/or
- 8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

- 8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Contractor notice of termination;
- 8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;
- 8.2.3 set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or
- 8.2.4 treat the Agreement as breached and pursue any of its remedies at law or in equity, or both.

**9. DATA/ACCESS/CONFIDENTIALITY/PRESERVATION.**

9.1 As used in this Agreement, the word “data” shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

9.2 All data and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

9.3 Confidentiality of data shall be governed by N.H. RSA chapter 91-A or other existing law. Disclosure of data requires prior written approval of the State.

**10. TERMINATION.** In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall deliver to the Contracting Officer, not later than fifteen (15) days after the date of termination, a report (“Termination Report”) describing in detail all Services performed, and the contract price earned, to and including the date of termination. The form, subject matter, content, and number of copies of the Termination

Report shall be identical to those of any Final Report described in the attached EXHIBIT A.

**11. CONTRACTOR’S RELATION TO THE STATE.** In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers’ compensation or other emoluments provided by the State to its employees.

**12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.** The Contractor shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the N.H. Department of Administrative Services. None of the Services shall be subcontracted by the Contractor without the prior written consent of the State.

**13. INDEMNIFICATION.** The Contractor shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based or resulting from, arising out of (or which may be claimed to arise out of) the acts or omissions of the Contractor. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

**14. INSURANCE.**

14.1 The Contractor shall, at its sole expense, obtain and maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 comprehensive general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$250,000 per claim and \$2,000,000 per occurrence; and

14.1.2 fire and extended coverage insurance covering all property subject to subparagraph 9.2 herein, in an amount not less than 80% of the whole replacement value of the property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or his or her successor, a certificate(s) of insurance for all insurance required under this Agreement. Contractor shall also furnish to the Contracting Officer identified in block 1.9, or his or her successor, certificate(s) of insurance for all renewal(s) of insurance required under this Agreement no later than fifteen (15) days prior to the expiration date of each of the insurance policies. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference. Each

Contractor Initials: SLH  
Date: 3/14/15

certificate(s) of insurance shall contain a clause requiring the insurer to endeavor to provide the Contracting Officer identified in block 1.9, or his or her successor, no less than ten (10) days prior written notice of cancellation or modification of the policy.

**15. WORKERS' COMPENSATION.**

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A ("Workers' Compensation").

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. Contractor shall furnish the Contracting Officer identified in block 1.9, or his or her successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

**16. WAIVER OF BREACH.** No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event of Default, or any subsequent Event of Default. No express failure to enforce any Event of Default shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other Event of Default on the part of the Contractor.

**17. NOTICE.** Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

**18. AMENDMENT.** This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire.

**19. CONSTRUCTION OF AGREEMENT AND TERMS.**

This Agreement shall be construed in accordance with the laws of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assigns. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

**20. THIRD PARTIES.** The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

**21. HEADINGS.** The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

**22. SPECIAL PROVISIONS.** Additional provisions set forth in the attached EXHIBIT C are incorporated herein by reference.

**23. SEVERABILITY.** In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

**24. ENTIRE AGREEMENT.** This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire Agreement and understanding between the parties, and supersedes all prior Agreements and understandings relating hereto.



**Exhibit A**

**SCOPE OF SERVICES**

**1. Covered Populations and Services**

The Contractor will use evidence based practices to assist the Critical Access Hospitals (CAHS) to improve quality and performance across the range of activities described below, especially as these activities pertain to Medicare beneficiaries.

**2. Minimum Required Services Service Delivery Activities–Stage 1**

The following objectives are directed from the Federal Medicare Rural Hospital Flexibility Grant Program (i.e., Flex Program) guidance.

**2.1. Objective:**

Encourage Critical Access Hospital (CAHs) to publicly report data to Hospital Compare (federal quality reporting system: <http://www.medicare.gov/hospitalcompare/search.html>) on relevant process of care quality measures for inpatient and outpatient care, and Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) patient experience of care survey results.

Activities:

- Provide technical assistance to foster robust participation in Medicare Beneficiary Quality Improvement Project (MBQIP) Phases I and II and to use the identified measures (section 3.5) to target specific interventions within New Hampshire Critical Access Hospital (CAHs).
- Provide technical assistance to the 13 Critical Access Hospitals to ensure continued reporting of data to Hospital Compare.
- Provide technical assistance to the 13 Critical Access Hospitals to expand the number of measures reported under Phase I and II of Medicare Beneficiary Quality Improvement Project (MBQIP).

**2.2. Objective:**

Support CAHs in implementing activities to address patient safety, transitions between settings or unnecessary hospital readmissions.

Activities:

- Provide technical assistance to the Critical Access Hospitals to define a project or projects that assist them with quality improvement in patient safety, care transitions, or the reduction of unnecessary hospital readmissions in conjunction with relevant measures defined by Medicare, regulatory bodies, or hospital initiatives.

**2.3. Objective:**

Support Critical Access Hospitals and communities in developing collaborative projects/initiatives to address unmet health and health service needs.

Activities:

- Provide financial and technical assistance to one Critical Access Hospital and their Public Health Network (PHN) to conduct a community needs assessment and/or implement recommended activities identified by their community needs assessment based on best practice interventions.



**Exhibit A**

**3. Minimum Required Services/Service Delivery Activities–Stage 2**

**3.1. Objective:**

Encourage Critical Access Hospital (CAHs) to publicly report data to Hospital Compare (federal quality reporting system: <http://www.medicare.gov/hospitalcompare/search.html>) on relevant process of care quality measures for inpatient and outpatient care, and Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) patient experience of care survey results.

Activities:

- Provide technical assistance to facilitate the identification of at least one specific measure to have reported by all CAHs.

**3.2. Objective:**

Support CAHs in implementing activities to address patient safety, transitions between settings or unnecessary hospital readmissions.

Activities:

- Provide technical assistance to the CAHs to implement at least one project that assists them with quality improvement in patient safety, care transitions, or the reduction of unnecessary hospital readmissions in conjunction with relevant measures defined by Medicare, regulatory bodies, or hospital initiatives.

**3.3. Objective:**

Support CAHs and communities in developing collaborative projects/initiatives to address unmet health and health service needs.

Activities:

- Provide financial and technical assistance to another CAH and their Public Health Network (PHN) to conduct a community needs assessment and/or implement recommended practice activities identified by their community needs assessment.

**4. Delegation and Subcontractors- Fiscal Agent Activities Stage 1**

**4.1. New England Rural Health Roundtable (NERHRT)**

Execute a subcontract in the amount of \$50,000 with the New England Rural Health Round Table (NERHRT) to coordinate participation of New Hampshire small rural hospitals in a multi-state, multi-hospital rural Institute for Healthcare Improvement (IHI) network through the New England Rural Hospital Performance Improvement Initiative (NEPI).

Background: The New England Performance Improvement (NEPI) network, consisting of Critical Access Hospitals and additional small rural hospitals, state hospital associations, the New England Rural Health Round Table (NERHRT), and state Flex Programs from ME, VT, MA, and NH provides coordinated resources for CAHs across the northern New England region. In Federal Fiscal Year 2013, NEPI will continue to support ongoing professional education for CAH professionals through the Institute for Healthcare Improvement (IHI).



## Exhibit A

These educational programs may include but are not limited to:

- Open School,
- Leadership Quality Improvement (LQI) training,
- Patient Care Processes (various programs available), or
- Processes to Support Care (various programs available).

NEPI will ensure that at least one certification program is offered to CAHs and provide preparatory course and exam enrollment assistance.

1. Support CAH participation in quality reporting and benchmarking initiatives other than Hospital Compare, Support CAH participation in national Quality Improvement training or capacity building programs
  - a. Support ongoing professional education for CAH professionals through the Institute for Healthcare Improvement (IHI). Programs may include but are not limited to: Open School, Leadership Quality Improvement (LQI) training , Patient Care Processes(various programs available), or Processes to Support Care(various programs available)
2. Support continued education for CAH professionals through certification programs such as Certified Professional in Healthcare Quality (CPHQ), Certified Professional in Patient Safety (CPPS), and/or Certified Professional in Healthcare Risk Management (CPHRM).
3. Provide leadership and funding support for NEPI's regional collaborative infrastructure and projects.
4. Convene a Performance Improvement session at the 2014 New England Rural Health Round Table Annual Symposium
5. Support continued access to useful information and resources through the NEPI web page on NERHRT website.
6. Create a strategic document for NEPI to guide the collaborators in planning for the next five years.
7. Develop a regional Technology Plan to identify strategies to foster long-distance education, training and access to quality improvement best practices

### 4.2. Financial Improvement Network

Provide the Financial Improvement Network (FIN) with services to identify areas for improvement to increase a Critical Access Hospital (CAH) **staff's ability to better manage their revenue cycles; to foster financial integrity of pricing, charity care and bad debt policies; to increase hospital revenue and cash flow; to better serve patients and customers by informing them upfront of financial obligations; to improve hospital business and operational processes; and to build department manager accountability for CAH financial performance.**

### 4.3. Operational Improvements

Identify areas for improvement for operational performance. Support may include technical assistance, educational programs/seminars, user group meetings, and consultation provided, facilitated or funded by the State Flex Program.



## Exhibit A

### 4.4. **ST segment elevation myocardial infarction (STEMI)/Stroke Development Activities**

Execute a contract with an appropriate vendor to promote ST segment elevation myocardial infarction (STEMI) which is a type of heart attack and stroke system development activities. Support the work of the statewide STEMI/Stroke Planning Advisory Group toward the goal of a statewide STEMI/Stroke system.

### 4.5. **Trauma Registry**

Execute a contract with a vendor identified by the New Hampshire Department of Safety, Bureau of Emergency Medical Services (EMS) and the Division of Public Health Services to provide consultant staffing resources to 6 CAHs and provide ongoing assistance with the implementation and training for the statewide trauma registry.

In year 2 of this contract services will advance the workplan above and complement the work described in Stage 2, pending federal funding and terms of the grant.

## 5. Delegation and Subcontractors- Fiscal Agent Activities Stage 2

### 5.1. **Financial Improvement Network**

Extend Stage 1 activities to provide the Financial Improvement Network (FIN) with services to increase a Critical Access Hospital (CAH) staff's ability to better manage their revenue cycles; to foster financial integrity of pricing, charity care and bad debt policies; to increase hospital revenue and cash flow; to better serve patients and customers by informing them upfront of financial obligations; to improve hospital business and operational processes; and to build department manager accountability for CAH financial performance.

Activities: During Stage 2 we expect implementation of strategies to address areas for improvement defined in Stage 1.

### 5.2. **Operational Improvements**

Extend Stage 1 activities to support CAHs in implementing interventions for improving operational performance. Support may include technical assistance, educational programs/seminars, user group meetings, and consultation provided, facilitated or funded by the State Flex Program.

Activities: During Stage 2 we expect implementation of strategies to address areas for improvement defined in Stage 1.

### 5.3. **Hypertension Outcomes Toolkit**

Execute a contract with a vendor to be identified by the Division of Public Health Services to develop a training module and toolkit to improve hypertension outcomes for primary care in CAH communities.

### 5.4. **Trauma Registry**

Extend a contract with a vendor to be identified by New Hampshire Department of Safety, Bureau of Emergency Medical Services (EMS) and the Division of Public Health Services to provide consultant staffing resources to 7 CAHs and provide ongoing assistance with the implementation and training for the statewide trauma registry.

Activities: Complete development and training on the statewide trauma registry.

A handwritten signature in black ink, appearing to be 'S. J. ...'.

7/15/14



## Exhibit A

### 6. Compliance Requirements

1. As clarified by Executive Order 13166, Improving Access to Services for persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination on the basis of Limited English Proficiency (LEP). To ensure compliance with the Omnibus Crime Control and Safe Streets Act of 1968 and Title VI of the Civil Rights Act of 1964, the Contractor must submit a detailed description of the language assistance services they will provide to persons with Limited English Proficiency to ensure meaningful access to their programs and/or services, within 10 days of the contract effective date.
2. The Contractor shall attend meetings with representatives from Rural Health and Primary Care and/or other state officials to report on program progress and financial accountability.
3. The Contractor shall provide written reports on progress on a semi-annual and annual basis, as well as at the end of the contract. The reports shall outline progress on all deliverables, goals, objectives, and performance measures, and define any problems with attaining desired results.

### 7. Workplan

The contractor will be required to provide a work plan that demonstrates their plan for the contract required activities. The work plan must be submitted within 30 days of the effective date of the contract. The work plan will be used to assure progress towards meeting the performance measures and the overall program objectives and goals. At intervals specified by the Department of Health and Human Services (DHHS), the selected bidder will report on their progress towards meeting the performance measures, and overall program goals and objectives to demonstrate they have met the minimum required services for the proposal.

### 8. Performance Indicators/Measures

These performance indicators will apply to stage one and stage two activities.

Performance Indicators for 3.2.1.

1. Total number of Critical Access Hospitals reporting data on at least one Medicare Beneficiary Quality Improvement Project (MBQIP) inpatient measure
2. Total number of CAHs in state reporting data on at least one MBQIP outpatient measure
3. Number and percent of change in state reporting by CAHs on at least one MBQIP outpatient measure
4. Number of CAHs in state reporting Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) data
5. Number of new CAHs reporting HCAHPS data this budget year
6. Number of CAHs in state implementing a Quality Improvement (QI) project based on Hospital Compare data

Performance Indicators for 3.2.2.

1. Number and percent of CAHs participating in a patient safety, care transitions, and/or readmissions project
2. Number of CAHs with improvement in one or more measure due to participation in a Q project.



## Exhibit A

### Performance Indicators for 3.2.3.

1. Number of CAHs receiving support and/or Technical Assistance (TA) to support them in conducting community health needs assessments
2. Number of CAHs that have completed a community needs assessment (including the development of strategies to address identified needs)

### Performance Indicators for 3.3.1.

1. Number and percent of CAHs participating in a patient safety, care transitions, and/or readmissions project
2. Number of CAHs with improvement in one or more measure due to participation in a QI project.
3. Report number of seminars and workshops sponsored and percentage of participating in Institute for Healthcare Improvement (IHI) programming.
4. Offer at least one certification program to CAH and provide prep course and exam enrollment assistance (systems and financial) number of courses offered; number of CAH enrolled in at least one course; number of participants who complete course; number of participants who take exam
5. Provide leadership and funding support for New England Performance Improvement ('s) regional collaborative infrastructure and projects. Report number of NEPI meetings held; number of participants in NEPI project, number of workplan activities addressed; number of projects engage in; number of CAH reached by NEPI
6. Convene a Performance Improvement session at the 2014 New England Rural Health Round Table Annual Symposium number of participants in NEPI session; number of symposium attendees from CAHs
7. Support continued access to useful information and resources through the NEPI web page on New England Rural Health Round Table (NERHRT) website. Report number of resources posted on NEPI web page on NERHRT website; number of new resources identified and posted; number of CAH reached by outreach and marketing effort by NEPI project members; number of page hits; inventory of CAH resources available on website.
8. Create a strategic document for NEPI to guide the collaborators in planning for the next five years. Report number of planning sessions; number of feedback forms from CAH identifying their learning needs
9. Develop a regional Technology Plan to identify strategies to foster long-distance education, training and access to quality improvement best practices. Include evaluation of existing long-distance learning programs; number of feedback forms from CAH identifying their learning needs.

### Performance Indicators for 3.4.2.

1. Number of CAHs receiving Flex-funded financial consultations
2. Percent improvement in bad debt as a per cent of gross charges and/or net patient revenue
3. Number and percent of CAHs completing analyses
4. Improvement in point of service collections as a percent of total revenue
5. Percent reduction in claims review and denial rates
6. Percent improvement in days in Accounts Receivable (AR), based on gross revenue
7. Percent change in gross revenue captured
8. Percent change in number of clean claims
9. Percent change in the reduction of denials

### Performance Indicators for 3.4.3.

1. Number of CAHs receiving Flex-funded operational consultations.
2. Number of seminars and workshops sponsored;
3. The number of CAHs attending each seminar and/or workshop.
4. The number of total participants in each seminar and/or workshop



## Exhibit A

5. Total cost of seminars and workshops
6. Average cost per seminar
7. Average cost per workshop

### Performance Indicators for 3.4.4.

1. Number of Critical Access Hospitals engaged in regional and/or national ST segment elevation myocardial infarction (STEMI)/stroke programs.
2. Number of meetings with stakeholders to develop STEMI/stroke systems.
3. Development of solutions to STEMI/stroke system problems.

### Performance Indicators for 3.4.5

1. Contract executed
2. Number of workshops sponsored;
3. The number of CAHs staff attending each seminar and/or workshop.
4. The number of total participants in each seminar and/or workshop
5. Total cost of seminars and workshops
6. Average cost per workshop

## 9. Staffing

The Contractor shall maintain staffing to fulfill the roles and responsibilities to support activities of this project. The Contractor shall address the details to the following requirements to ensure adequate staffing is provided.

1. Provide sufficient staff to perform all tasks specified in this contract. The Contractor shall maintain a level of staffing necessary to perform and carry out all of the functions, requirements, roles, and duties in a timely fashion.
2. The Contractor shall ensure that all staff has appropriate training, education, experience, and orientation to fulfill the requirements of the positions they hold and shall verify and document that it has met this requirement. This includes keeping up-to-date records and documentation of all individuals requiring licenses and/or certifications and such records shall be available for the Department of Health and Human Services' inspection.
3. The Contractor shall develop a Staffing Contingency Plan, after receiving contract award, including but not limited to:
  - a. The process for replacement of personnel in the event of loss of key personnel or other personnel before or after signing of the Agreement;
  - b. Allocation of additional resources to the Agreement in the event of inability to meet any performance standard;
  - c. Discussion of time frames necessary for obtaining replacements;
  - d. **Bidder's capabilities to provide**, in a timely manner, replacement staff with comparable experience; and
  - e. The method of bringing replacement staff up-to-date regarding the activities of this project.
4. Include staffing models that will be used by the subcontractors, if applicable.



**Exhibit B**

**Method and Conditions Precedent to Payment**

1) Funding Sources:

a. \$215,000 = 100% federal funds from the U.S. Department of Health and Human Services, Health Resources and Services Administration, CFDA #93.241, Federal Award Identification Number (FAIN), H54RH00022, SFY 2015.

b. \$ 64,000 = 100% federal funds from the U.S. Department of Health and Human Services, Health Resources and Services Administration, CFDA #93.241, Federal Award Identification Number (FAIN), H54RH00022, SFY 2016.

\$279,000      Total

2) The State shall pay the Contractor an amount not to exceed the Price Limitation, block 1.8, for the services provided by the Contractor pursuant to Exhibit A, Scope of Services.

a. Payment for said services shall be made as follows:

The Contractor will submit an invoice in a form satisfactory to the State by the twentieth working day of each month, which identifies and requests reimbursement for authorized expenses incurred in the prior month. The State shall make payment to the Contractor within thirty (30) days of receipt of each invoice for Contractor services provided pursuant to this Agreement. The final invoice shall be due to the State no later than thirty (30) days after the contract Completion Date.

b. The invoice must be submitted to:

Department of Health and Human Services  
Division of Public Health Services  
Email address: DPHScontractbilling@dhhs.state.nh.us

3) The Contractor agrees to use and apply all contract funds from the State for direct and indirect costs and expenses including, but not limited to, personnel costs and operating expenses related to the Services, as detailed in Exhibit B-1 – SFY 2015 and Exhibit B-1 – SFY 2016 Budgets. Allowable costs and expenses shall be determined by the State in accordance with applicable state and federal laws and regulations. The Contractor agrees not to use or apply such funds for capital additions or improvements, entertainment costs, or any other costs not approved by the State. DHHS funding may not be used to replace funding for a program already funded from another source.

4) This is a cost-reimbursement contract based on an approved budget for the contract period. Reimbursement shall be made monthly based on actual costs incurred during the previous month.

Exhibit B – Methods and Conditions Precedent to Payment\_Contractor Initials

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7/15/14



## Exhibit B

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- 5) Payment will be made by the State agency subsequent to approval of the submitted invoice and if sufficient funds are available in the Service category budget line items submitted by the Contractor to cover the costs and expenses incurred upon compliance with reporting requirements and performance and utilization review. Contractors will keep detailed records of their activities related to DHHS-funded programs and services.
- 6) Contractors are accountable to meet the scope of services. Failure to meet the scope of services may jeopardize the funded contractor's current and/or future funding. Corrective action may include actions such as a contract amendment or termination of the contract. The contracted organization shall prepare progress reports, as required.
- 7) The Contractor shall have written authorization from the State prior to using contract funds to purchase any equipment with a cost in excess of three hundred dollars (\$300) and with a useful life beyond one year.
- 8) Notwithstanding paragraph 18 of the General Provisions P-37, an amendment limited to adjustments to amounts between and among account numbers, within the price limitation, may be made by written agreement of both parties and may be made without obtaining approval of the Governor and Executive Council.

# Exhibit B-1 (SFY 2015)

## Budget Form

New Hampshire Department of Health and Human Services

**Bidder/Contractor Name:** Foundation for Health Communities

**Budget Request for:** NH Medicare Rural Hospital Flexibility Program - Stage 1

(Name of RFP)

**Budget Period:** SFY 2015 (Date of G&C Approval - 6/30/15)

1. Total Salary/Wages	\$ 26,966.00	\$ -	\$ 26,966.00	
2. Employee Benefits	\$ 9,463.00	\$ -	\$ 9,463.00	
3. Consultants	\$ -	\$ -	\$ -	
4. Equipment:	\$ -	\$ -	\$ -	
Rental	\$ -	\$ -	\$ -	
Repair and Maintenance	\$ -	\$ -	\$ -	
Purchase/Depreciation	\$ -	\$ -	\$ -	
5. Supplies:	\$ -	\$ -	\$ -	
Educational	\$ -	\$ -	\$ -	
Lab	\$ -	\$ -	\$ -	
Pharmacy	\$ -	\$ -	\$ -	
Medical	\$ -	\$ -	\$ -	
Office	\$ 462.00	\$ -	\$ 462.00	
6. Travel	\$ 670.00	\$ -	\$ 670.00	
7. Occupancy	\$ 592.00	\$ -	\$ 592.00	
8. Current Expenses	\$ -	\$ -	\$ -	
Telephone	\$ 495.00	\$ -	\$ 495.00	
Postage	\$ 50.00	\$ -	\$ 50.00	
Subscriptions	\$ -	\$ -	\$ -	
Audit and Legal	\$ -	\$ -	\$ -	
Insurance	\$ -	\$ -	\$ -	
Board Expenses	\$ -	\$ -	\$ -	
9. Software	\$ 495.00	\$ -	\$ 495.00	
10. Marketing/Communications	\$ -	\$ -	\$ -	
11. Staff Education and Training	\$ -	\$ -	\$ -	
12. Subcontracts/Agreements	\$ 110,337.00	\$ -	\$ 110,337.00	
13. Other - Indirect:	\$ -	\$ 14,970.00	\$ 14,970.00	
	\$ -	\$ -	\$ -	10% corporation standard:
	\$ -	\$ -	\$ -	support personnel & office
	\$ -	\$ -	\$ -	support expenses associated
	\$ -	\$ -	\$ -	associated with accounting,
	\$ -	\$ -	\$ -	data analysis, communications,
	\$ -	\$ -	\$ -	and administrative support
<b>TOTAL</b>	<b>\$ 149,530.00</b>	<b>\$ 14,970.00</b>	<b>\$ 164,500.00</b>	

Indirect As A Percent of Direct

10.0%

Exhibit B-1 - Budget

Contractor Initials: SM

Date: 7/15/14

## Exhibit B-1 (SFY 2015) Budget Form

New Hampshire Department of Health and Human Services

**Bidder/Contractor Name:** Foundation for Health Communities

**NH Medicare Rural Hospital Flexibility Program -**  
**Budget Request for:** Stage 2  
*(Name of RFP)*

**Budget Period:** SFY 2015 (Date of G&C Approval - 6/30/15)

1. Total Salary/Wages	\$ -	\$ -	\$ -	
2. Employee Benefits	\$ -	\$ -	\$ -	
3. Consultants	\$ -	\$ -	\$ -	
4. Equipment:	\$ -	\$ -	\$ -	
Rental	\$ -	\$ -	\$ -	
Repair and Maintenance	\$ -	\$ -	\$ -	
Purchase/Depreciation	\$ -	\$ -	\$ -	
5. Supplies:	\$ -	\$ -	\$ -	
Educational	\$ -	\$ -	\$ -	
Lab	\$ -	\$ -	\$ -	
Pharmacy	\$ -	\$ -	\$ -	
Medical	\$ -	\$ -	\$ -	
Office	\$ -	\$ -	\$ -	
6. Travel	\$ 195.00	\$ -	\$ 195.00	
7. Occupancy	\$ -	\$ -	\$ -	
8. Current Expenses	\$ -	\$ -	\$ -	
Telephone	\$ -	\$ -	\$ -	
Postage	\$ -	\$ -	\$ -	
Subscriptions	\$ -	\$ -	\$ -	
Audit and Legal	\$ -	\$ -	\$ -	
Insurance	\$ -	\$ -	\$ -	
Board Expenses	\$ -	\$ -	\$ -	
9. Software	\$ -	\$ -	\$ -	
10. Marketing/Communications	\$ -	\$ -	\$ -	
11. Staff Education and Training	\$ -	\$ -	\$ -	
12. Subcontracts/Agreements	\$ 45,715.00	\$ -	\$ 45,715.00	
13. Other - Indirect:	\$ -	\$ 4,590.00	\$ 4,590.00	10% corporation standard:
	\$ -	\$ -	\$ -	support personnel & office
	\$ -	\$ -	\$ -	support expenses associated
	\$ -	\$ -	\$ -	associated with accounting,
	\$ -	\$ -	\$ -	data analysis, communications,
	\$ -	\$ -	\$ -	and administrative support
<b>TOTAL</b>	<b>\$ 45,910.00</b>	<b>\$ 4,590.00</b>	<b>\$ 50,500.00</b>	

Indirect As A Percent of Direct

10.0%

Exhibit B-1 - Budget

Contractor Initials:                     

Date:                     

*86*  
7/15/14

## Exhibit B-1 (SFY 2016) Budget Form

New Hampshire Department of Health and Human Services

**Bidder/Contractor Name:** Foundation for Health Communities

**Budget Request for:** NH Medicare Rural Hospital Flexibility Program - Stage 2

(Name of RFP)

**Budget Period:** SFY 2016 (7/1/15 - 8/31/15)

1. Total Salary/Wages	\$ 4,969.00	\$ -	\$ 4,969.00	
2. Employee Benefits	\$ 1,788.00	\$ -	\$ 1,788.00	
3. Consultants	\$ -	\$ -	\$ -	
4. Equipment:	\$ -	\$ -	\$ -	
Rental	\$ -	\$ -	\$ -	
Repair and Maintenance	\$ -	\$ -	\$ -	
Purchase/Depreciation	\$ -	\$ -	\$ -	
5. Supplies:	\$ -	\$ -	\$ -	
Educational	\$ -	\$ -	\$ -	
Lab	\$ -	\$ -	\$ -	
Pharmacy	\$ -	\$ -	\$ -	
Medical	\$ -	\$ -	\$ -	
Office	\$ 83.00	\$ -	\$ 83.00	
6. Travel	\$ -	\$ -	\$ -	
7. Occupancy	\$ 108.00	\$ -	\$ 108.00	
8. Current Expenses	\$ -	\$ -	\$ -	
Telephone	\$ 90.00	\$ -	\$ 90.00	
Postage	\$ 5.00	\$ -	\$ 5.00	
Subscriptions	\$ -	\$ -	\$ -	
Audit and Legal	\$ -	\$ -	\$ -	
Insurance	\$ -	\$ -	\$ -	
Board Expenses	\$ -	\$ -	\$ -	
9. Software	\$ 89.00	\$ -	\$ 89.00	
10. Marketing/Communications	\$ -	\$ -	\$ -	
11. Staff Education and Training	\$ -	\$ -	\$ -	
12. Subcontracts/Agreements	\$ 51,050.00	\$ -	\$ 51,050.00	
13. Other - Indirect:	\$ -	\$ 5,818.00	\$ 5,818.00	10% corporation standard:
	\$ -	\$ -	\$ -	support personnel & office
	\$ -	\$ -	\$ -	support expenses associated
	\$ -	\$ -	\$ -	associated with accounting,
	\$ -	\$ -	\$ -	data analysis, communications,
	\$ -	\$ -	\$ -	and administrative support
<b>TOTAL</b>	<b>\$ 58,182.00</b>	<b>\$ 5,818.00</b>	<b>\$ 64,000.00</b>	

Indirect As A Percent of Direct

10.0%

Exhibit B-1 - Budget

Contractor Initials: SM

Date: 7/15/14



**SPECIAL PROVISIONS**

Contractors Obligations: The Contractor covenants and agrees that all funds received by the Contractor under the Contract shall be used only as payment to the Contractor for services provided to eligible individuals and, in the furtherance of the aforesaid covenants, the Contractor hereby covenants and agrees as follows:

1. **Compliance with Federal and State Laws:** If the Contractor is permitted to determine the eligibility of individuals such eligibility determination shall be made in accordance with applicable federal and state laws, regulations, orders, guidelines, policies and procedures.
2. **Time and Manner of Determination:** Eligibility determinations shall be made on forms provided by the Department for that purpose and shall be made and remade at such times as are prescribed by the Department.
3. **Documentation:** In addition to the determination forms required by the Department, the Contractor shall maintain a data file on each recipient of services hereunder, which file shall include all information necessary to support an eligibility determination and such other information as the Department requests. The Contractor shall furnish the Department with all forms and documentation regarding eligibility determinations that the Department may request or require.
4. **Fair Hearings:** The Contractor understands that all applicants for services hereunder, as well as individuals declared ineligible have a right to a fair hearing regarding that determination. The Contractor hereby covenants and agrees that all applicants for services shall be permitted to fill out an application form and that each applicant or re-applicant shall be informed of his/her right to a fair hearing in accordance with Department regulations.
5. **Gratuities or Kickbacks:** The Contractor agrees that it is a breach of this Contract to accept or make a payment, gratuity or offer of employment on behalf of the Contractor, any Sub-Contractor or the State in order to influence the performance of the Scope of Work detailed in Exhibit A of this Contract. The State may terminate this Contract and any sub-contract or sub-agreement if it is determined that payments, gratuities or offers of employment of any kind were offered or received by any officials, officers, employees or agents of the Contractor or Sub-Contractor.
6. **Retroactive Payments:** Notwithstanding anything to the contrary contained in the Contract or in any other document, contract or understanding, it is expressly understood and agreed by the parties hereto, that no payments will be made hereunder to reimburse the Contractor for costs incurred for any purpose or for any services provided to any individual prior to the Effective Date of the Contract and no payments shall be made for expenses incurred by the Contractor for any services provided prior to the date on which the individual applies for services or (except as otherwise provided by the federal regulations) prior to a determination that the individual is eligible for such services.
7. **Conditions of Purchase:** Notwithstanding anything to the contrary contained in the Contract, nothing herein contained shall be deemed to obligate or require the Department to purchase services hereunder at a rate which reimburses the Contractor in excess of the Contractors costs, at a rate which exceeds the amounts reasonable and necessary to assure the quality of such service, or at a rate which exceeds the rate charged by the Contractor to ineligible individuals or other third party funders for such service. If at any time during the term of this Contract or after receipt of the Final Expenditure Report hereunder, the Department shall determine that the Contractor has used payments hereunder to reimburse items of expense other than such costs, or has received payment in excess of such costs or in excess of such rates charged by the Contractor to ineligible individuals or other third party funders, the Department may elect to:
  - 7.1. Renegotiate the rates for payment hereunder, in which event new rates shall be established;
  - 7.2. Deduct from any future payment to the Contractor the amount of any prior reimbursement in excess of costs;



- 7.3. Demand repayment of the excess payment by the Contractor in which event failure to make such repayment shall constitute an Event of Default hereunder. When the Contractor is permitted to determine the eligibility of individuals for services, the Contractor agrees to reimburse the Department for all funds paid by the Department to the Contractor for services provided to any individual who is found by the Department to be ineligible for such services at any time during the period of retention of records established herein.

RECORDS: MAINTENANCE, RETENTION, AUDIT, DISCLOSURE AND CONFIDENTIALITY:

8. **Maintenance of Records:** In addition to the eligibility records specified above, the Contractor covenants and agrees to maintain the following records during the Contract Period:
- 8.1. **Fiscal Records:** books, records, documents and other data evidencing and reflecting all costs and other expenses incurred by the Contractor in the performance of the Contract, and all income received or collected by the Contractor during the Contract Period, said records to be maintained in accordance with accounting procedures and practices which sufficiently and properly reflect all such costs and expenses, and which are acceptable to the Department, and to include, without limitation, all ledgers, books, records, and original evidence of costs such as purchase requisitions and orders, vouchers, requisitions for materials, inventories, valuations of in-kind contributions, labor time cards, payrolls, and other records requested or required by the Department.
- 8.2. **Statistical Records:** Statistical, enrollment, attendance or visit records for each recipient of services during the Contract Period, which records shall include all records of application and eligibility (including all forms required to determine eligibility for each such recipient), records regarding the provision of services and all invoices submitted to the Department to obtain payment for such services.
- 8.3. **Medical Records:** Where appropriate and as prescribed by the Department regulations, the Contractor shall retain medical records on each patient/recipient of services.
9. **Audit:** Contractor shall submit an annual audit to the Department within 60 days after the close of the agency fiscal year. It is recommended that the report be prepared in accordance with the provision of Office of Management and Budget Circular A-133, "Audits of States, Local Governments, and Non Profit Organizations" and the provisions of Standards for Audit of Governmental Organizations, Programs, Activities and Functions, issued by the US General Accounting Office (GAO standards) as they pertain to financial compliance audits.
- 9.1. **Audit and Review:** During the term of this Contract and the period for retention hereunder, the Department, the United States Department of Health and Human Services, and any of their designated representatives shall have access to all reports and records maintained pursuant to the Contract for purposes of audit, examination, excerpts and transcripts.
- 9.2. **Audit Liabilities:** In addition to and not in any way in limitation of obligations of the Contract, it is understood and agreed by the Contractor that the Contractor shall be held liable for any state or federal audit exceptions and shall return to the Department, all payments made under the Contract to which exception has been taken or which have been disallowed because of such an exception.
10. **Confidentiality of Records:** All information, reports, and records maintained hereunder or collected in connection with the performance of the services and the Contract shall be confidential and shall not be disclosed by the Contractor, provided however, that pursuant to state laws and the regulations of the Department regarding the use and disclosure of such information, disclosure may be made to public officials requiring such information in connection with their official duties and for purposes directly connected to the administration of the services and the Contract; and provided further, that the use or disclosure by any party of any information concerning a recipient for any purpose not directly connected with the administration of the Department or the Contractor's responsibilities with respect to purchased services hereunder is prohibited except on written consent of the recipient, his attorney or guardian.



Notwithstanding anything to the contrary contained herein the covenants and conditions contained in the Paragraph shall survive the termination of the Contract for any reason whatsoever.

11. **Reports:** Fiscal and Statistical: The Contractor agrees to submit the following reports at the following times if requested by the Department.
  - 11.1. **Interim Financial Reports:** Written interim financial reports containing a detailed description of all costs and non-allowable expenses incurred by the Contractor to the date of the report and containing such other information as shall be deemed satisfactory by the Department to justify the rate of payment hereunder. Such Financial Reports shall be submitted on the form designated by the Department or deemed satisfactory by the Department.
  - 11.2. **Final Report:** A final report shall be submitted within thirty (30) days after the end of the term of this Contract. The Final Report shall be in a form satisfactory to the Department and shall contain a summary statement of progress toward goals and objectives stated in the Proposal and other information required by the Department.
  
12. **Completion of Services: Disallowance of Costs:** Upon the purchase by the Department of the maximum number of units provided for in the Contract and upon payment of the price limitation hereunder, the Contract and all the obligations of the parties hereunder (except such obligations as, by the terms of the Contract are to be performed after the end of the term of this Contract and/or survive the termination of the Contract) shall terminate, provided however, that if, upon review of the Final Expenditure Report the Department shall disallow any expenses claimed by the Contractor as costs hereunder the Department shall retain the right, at its discretion, to deduct the amount of such expenses as are disallowed or to recover such sums from the Contractor.
  
13. **Credits:** All documents, notices, press releases, research reports and other materials prepared during or resulting from the performance of the services of the Contract shall include the following statement:
  - 13.1. The preparation of this (report, document etc.) was financed under a Contract with the State of New Hampshire, Department of Health and Human Services, with funds provided in part by the State of New Hampshire and/or such other funding sources as were available or required, e.g., the United States Department of Health and Human Services.
  
14. **Prior Approval and Copyright Ownership:** All materials (written, video, audio) produced or purchased under the contract shall have prior approval from DHHS before printing, production, distribution or use. The DHHS will retain copyright ownership for any and all original materials produced, including, but not limited to, brochures, resource directories, protocols or guidelines, posters, or reports. Contractor shall not reproduce any materials produced under the contract without prior written approval from DHHS.
  
15. **Operation of Facilities: Compliance with Laws and Regulations:** In the operation of any facilities for providing services, the Contractor shall comply with all laws, orders and regulations of federal, state, county and municipal authorities and with any direction of any Public Officer or officers pursuant to laws which shall impose an order or duty upon the contractor with respect to the operation of the facility or the provision of the services at such facility. If any governmental license or permit shall be required for the operation of the said facility or the performance of the said services, the Contractor will procure said license or permit, and will at all times comply with the terms and conditions of each such license or permit. In connection with the foregoing requirements, the Contractor hereby covenants and agrees that, during the term of this Contract the facilities shall comply with all rules, orders, regulations, and requirements of the State Office of the Fire Marshal and the local fire protection agency, and shall be in conformance with local building and zoning codes, by-laws and regulations.
  
16. **Equal Employment Opportunity Plan (EEOP):** The Contractor will provide an Equal Employment Opportunity Plan (EEOP) to the Office for Civil Rights, Office of Justice Programs (OCR), if it has received a single award of \$500,000 or more. If the recipient receives \$25,000 or more and has 50 or



more employees, it will maintain a current EEOP on file and submit an EEOP Certification Form to the OCR, certifying that its EEOP is on file. For recipients receiving less than \$25,000, or public grantees with fewer than 50 employees, regardless of the amount of the award, the recipient will provide an EEOP Certification Form to the OCR certifying it is not required to submit or maintain an EEOP. Non-profit organizations, Indian Tribes, and medical and educational institutions are exempt from the EEOP requirement, but are required to submit a certification form to the OCR to claim the exemption. EEOP Certification Forms are available at: <http://www.ojp.usdoj/about/ocr/pdfs/cert.pdf>.

17. **Limited English Proficiency (LEP):** As clarified by Executive Order 13166, Improving Access to Services for persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination on the basis of limited English proficiency (LEP). To ensure compliance with the Omnibus Crime Control and Safe Streets Act of 1968 and Title VI of the Civil Rights Act of 1964, Contractors must take reasonable steps to ensure that LEP persons have meaningful access to its programs.

18. **Pilot Program for Enhancement of Contractor Employee Whistleblower Protections:** The following shall apply to all contracts that exceed the Simplified Acquisition Threshold as defined in 48 CFR 2.101 (currently, \$150,000)

CONTRACTOR EMPLOYEE WHISTLEBLOWER RIGHTS AND REQUIREMENT TO INFORM EMPLOYEES OF WHISTLEBLOWER RIGHTS (SEP 2013)

(a) This contract and employees working on this contract will be subject to the whistleblower rights and remedies in the pilot program on Contractor employee whistleblower protections established at 41 U.S.C. 4712 by section 828 of the National Defense Authorization Act for Fiscal Year 2013 (Pub. L. 112-239) and FAR 3.908.

(b) The Contractor shall inform its employees in writing, in the predominant language of the workforce, of employee whistleblower rights and protections under 41 U.S.C. 4712, as described in section 3.908 of the Federal Acquisition Regulation.

(c) The Contractor shall insert the substance of this clause, including this paragraph (c), in all subcontracts over the simplified acquisition threshold.

19. **Subcontractors:** DHHS recognizes that the Contractor may choose to use subcontractors with greater expertise to perform certain health care services or functions for efficiency or convenience, but the Contractor shall retain the responsibility and accountability for the function(s). Prior to subcontracting, the Contractor shall evaluate the subcontractor's ability to perform the delegated function(s). This is accomplished through a written agreement that specifies activities and reporting responsibilities of the subcontractor and provides for revoking the delegation or imposing sanctions if the subcontractor's performance is not adequate. Subcontractors are subject to the same contractual conditions as the Contractor and the Contractor is responsible to ensure subcontractor compliance with those conditions.

When the Contractor delegates a function to a subcontractor, the Contractor shall do the following:

- 19.1. Evaluate the prospective subcontractor's ability to perform the activities, before delegating the function
- 19.2. Have a written agreement with the subcontractor that specifies activities and reporting responsibilities and how sanctions/revocation will be managed if the subcontractor's performance is not adequate
- 19.3. Monitor the subcontractor's performance on an ongoing basis



- 19.4. Provide to DHHS an annual schedule identifying all subcontractors, delegated functions and responsibilities, and when the subcontractor's performance will be reviewed
- 19.5. DHHS shall, at its discretion, review and approve all subcontracts.

If the Contractor identifies deficiencies or areas for improvement are identified, the Contractor shall take corrective action.

#### DEFINITIONS

As used in the Contract, the following terms shall have the following meanings:

**COSTS:** Shall mean those direct and indirect items of expense determined by the Department to be allowable and reimbursable in accordance with cost and accounting principles established in accordance with state and federal laws, regulations, rules and orders.

**DEPARTMENT:** NH Department of Health and Human Services.

**FINANCIAL MANAGEMENT GUIDELINES:** Shall mean that section of the Contractor Manual which is entitled "Financial Management Guidelines" and which contains the regulations governing the financial activities of contractor agencies which have contracted with the State of NH to receive funds.

**PROPOSAL:** If applicable, shall mean the document submitted by the Contractor on a form or forms required by the Department and containing a description of the Services to be provided to eligible individuals by the Contractor in accordance with the terms and conditions of the Contract and setting forth the total cost and sources of revenue for each service to be provided under the Contract.

**UNIT:** For each service that the Contractor is to provide to eligible individuals hereunder, shall mean that period of time or that specified activity determined by the Department and specified in Exhibit B of the Contract.

**FEDERAL/STATE LAW:** Wherever federal or state laws, regulations, rules, orders, and policies, etc. are referred to in the Contract, the said reference shall be deemed to mean all such laws, regulations, etc. as they may be amended or revised from the time to time.

**CONTRACTOR MANUAL:** Shall mean that document prepared by the NH Department of Administrative Services containing a compilation of all regulations promulgated pursuant to the New Hampshire Administrative Procedures Act. NH RSA Ch 541-A, for the purpose of implementing State of NH and federal regulations promulgated thereunder.

**SUPPLANTING OTHER FEDERAL FUNDS:** The Contractor guarantees that funds provided under this Contract will not supplant any existing federal funds available for these services.



Exhibit C-1

**REVISIONS TO GENERAL PROVISIONS**

1. Subparagraph 4 of the General Provisions of this contract, Conditional Nature of Agreement, is replaced as follows:
  4. **CONDITIONAL NATURE OF AGREEMENT.**

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including without limitation, the continuance of payments, in whole or in part, under this Agreement are contingent upon continued appropriation or availability of funds, including any subsequent changes to the appropriation or availability of funds affected by any state or federal legislative or executive action that reduces, eliminates, or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope of Services provided in Exhibit A, Scope of Services, in whole or in part. In no event shall the State be liable for any payments hereunder in excess of appropriated or available funds. In the event of a reduction, termination or modification of appropriated or available funds, the State shall have the right to withhold payment until such funds become available, if ever. The State shall have the right to reduce, terminate or modify services under this Agreement immediately upon giving the Contractor notice of such reduction, termination or modification. The State shall not be required to transfer funds from any other source or account into the Account(s) identified in block 1.6 of the General Provisions, Account Number, or any other account, in the event funds are reduced or unavailable.
  
2. Subparagraph 10 of the General Provisions of this contract, Termination, is amended by adding the following language:
  - 10.1 The State may terminate the Agreement at any time for any reason, at the sole discretion of the State, 30 days after giving the Contractor written notice that the State is exercising its option to terminate the Agreement.
  - 10.2 In the event of early termination, the Contractor shall, within 15 days of notice of early termination, develop and submit to the State a Transition Plan for services under the Agreement, including but not limited to, identifying the present and future needs of clients receiving services under the Agreement and establishes a process to meet those needs.
  - 10.3 The Contractor shall fully cooperate with the State and shall promptly provide detailed information to support the Transition Plan including, but not limited to, any information or data requested by the State related to the termination of the Agreement and Transition Plan and shall provide ongoing communication and revisions of the Transition Plan to the State as requested.
  - 10.4 In the event that services under the Agreement, including but not limited to clients receiving services under the Agreement are transitioned to having services delivered by another entity including contracted providers or the State, the Contractor shall provide a process for uninterrupted delivery of services in the Transition Plan.
  - 10.5 The Contractor shall establish a method of notifying clients and other affected individuals about the transition. The Contractor shall include the proposed communications in its Transition Plan submitted to the State as described above.
  
3. **Extension:**

This agreement has the option for a potential extension of up to two (2) additional years, contingent upon satisfactory delivery of services, available funding, agreement of the parties and approval of the Governor and Council.
  
4. **Insurance**

Subparagraph 14.1.1 of the General Provisions of this contract is deleted and the following subparagraph is added:
  - 14.1.1 Comprehensive general liability against all claims of bodily injury, death or property damage, in amounts of not less than \$250,000 per claim and \$1,000,000 per occurrence and umbrella liability coverage in the amount of \$1,000,000 per occurrence.

SJK  
7/15/14



**CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS**

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

**ALTERNATIVE I - FOR GRANTEES OTHER THAN INDIVIDUALS**

**US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS**

This certification is required by the regulations implementing Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.). The January 31, 1989 regulations were amended and published as Part II of the May 25, 1990 Federal Register (pages 21681-21691), and require certification by grantees (and by inference, sub-grantees and sub-contractors), prior to award, that they will maintain a drug-free workplace. Section 3017.630(c) of the regulation provides that a grantee (and by inference, sub-grantees and sub-contractors) that is a State may elect to make one certification to the Department in each federal fiscal year in lieu of certificates for each grant during the federal fiscal year covered by the certification. The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or government wide suspension or debarment. Contractors using this form should send it to:

Commissioner  
NH Department of Health and Human Services  
129 Pleasant Street,  
Concord, NH 03301-6505

1. The grantee certifies that it will or will continue to provide a drug-free workplace by:
  - 1.1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
  - 1.2. Establishing an ongoing drug-free awareness program to inform employees about
    - 1.2.1. The dangers of drug abuse in the workplace;
    - 1.2.2. The grantee's policy of maintaining a drug-free workplace;
    - 1.2.3. Any available drug counseling, rehabilitation, and employee assistance programs; and
    - 1.2.4. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
  - 1.3. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
  - 1.4. Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will
    - 1.4.1. Abide by the terms of the statement; and
    - 1.4.2. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
  - 1.5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 1.4.2 from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer on whose grant activity the convicted employee was working, unless the Federal agency



- has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
- 1.6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 1.4.2, with respect to any employee who is so convicted
    - 1.6.1. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
    - 1.6.2. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
  - 1.7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1.1, 1.2, 1.3, 1.4, 1.5, and 1.6.
2. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant.

Place of Performance (street address, city, county, state, zip code) (list each location)

Check  if there are workplaces on file that are not identified here.

Contractor Name: Foundation for Healthy Communities

7/15/14  
Date

  
Name: Shawn LaFrance  
Title: Executive Director



**CERTIFICATION REGARDING LOBBYING**

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Section 319 of Public Law 101-121, Government wide Guidance for New Restrictions on Lobbying, and 31 U.S.C. 1352, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

US DEPARTMENT OF HEALTH AND HUMAN SERVICES - CONTRACTORS  
US DEPARTMENT OF EDUCATION - CONTRACTORS  
US DEPARTMENT OF AGRICULTURE - CONTRACTORS

Programs (indicate applicable program covered):

- \*Temporary Assistance to Needy Families under Title IV-A
- \*Child Support Enforcement Program under Title IV-D
- \*Social Services Block Grant Program under Title XX
- \*Medicaid Program under Title XIX
- \*Community Services Block Grant under Title VI
- \*Child Care Development Block Grant under Title IV

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-contractor).
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement (and by specific mention sub-grantee or sub-contractor), the undersigned shall complete and submit Standard Form LLL, (Disclosure Form to Report Lobbying, in accordance with its instructions, attached and identified as Standard Exhibit E-1.)
3. The undersigned shall require that the language of this certification be included in the award document for sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Contractor Name: Foundation for Healthy Communities

July 15, 2014  
Date

  
Name: Shawn LaFrance  
Title: Executive Director

  
Contractor Initials SL  
Date 7/15/14



**CERTIFICATION REGARDING DEBARMENT, SUSPENSION  
AND OTHER RESPONSIBILITY MATTERS**

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of Executive Office of the President, Executive Order 12549 and 45 CFR Part 76 regarding Debarment, Suspension, and Other Responsibility Matters, and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

**INSTRUCTIONS FOR CERTIFICATION**

1. By signing and submitting this proposal (contract), the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. If necessary, the prospective participant shall submit an explanation of why it cannot provide the certification. The certification or explanation will be considered in connection with the NH Department of Health and Human Services' (DHHS) determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when DHHS determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, DHHS may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the DHHS agency to whom this proposal (contract) is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549: 45 CFR Part 76. See the attached definitions.
6. The prospective primary participant agrees by submitting this proposal (contract) that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by DHHS.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions," provided by DHHS, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or involuntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Nonprocurement List (of excluded parties).
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and



information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal government, DHHS may terminate this transaction for cause or default.

#### PRIMARY COVERED TRANSACTIONS

11. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
  - 11.1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
  - 11.2. have not within a three-year period preceding this proposal (contract) been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or a contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - 11.3. are not presently indicted for otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (I)(b) of this certification; and
  - 11.4. have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
12. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal (contract).

#### LOWER TIER COVERED TRANSACTIONS

13. By signing and submitting this lower tier proposal (contract), the prospective lower tier participant, as defined in 45 CFR Part 76, certifies to the best of its knowledge and belief that it and its principals:
  - 13.1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
  - 13.2. where the prospective lower tier participant is unable to certify to any of the above, such prospective participant shall attach an explanation to this proposal (contract).
14. The prospective lower tier participant further agrees by submitting this proposal (contract) that it will include this clause entitled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion - Lower Tier Covered Transactions," without modification in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

Contractor Name: Foundation for Healthy Communities

July 15, 2014  
Date

  
Name: Shawn LaFrance  
Title: Executive Director



**CERTIFICATION OF COMPLIANCE WITH REQUIREMENTS PERTAINING TO  
FEDERAL NONDISCRIMINATION, EQUAL TREATMENT OF FAITH-BASED ORGANIZATIONS AND  
WHISTLEBLOWER PROTECTIONS**

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

Contractor will comply, and will require any subgrantees or subcontractors to comply, with any applicable federal nondiscrimination requirements, which may include:

- the Omnibus Crime Control and Safe Streets Act of 1968 (42 U.S.C. Section 3789d) which prohibits recipients of federal funding under this statute from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act requires certain recipients to produce an Equal Employment Opportunity Plan;
- the Juvenile Justice Delinquency Prevention Act of 2002 (42 U.S.C. Section 5672(b)) which adopts by reference, the civil rights obligations of the Safe Streets Act. Recipients of federal funding under this statute are prohibited from discriminating, either in employment practices or in the delivery of services or benefits, on the basis of race, color, religion, national origin, and sex. The Act includes Equal Employment Opportunity Plan requirements;
- the Civil Rights Act of 1964 (42 U.S.C. Section 2000d, which prohibits recipients of federal financial assistance from discriminating on the basis of race, color, or national origin in any program or activity);
- the Rehabilitation Act of 1973 (29 U.S.C. Section 794), which prohibits recipients of Federal financial assistance from discriminating on the basis of disability, in regard to employment and the delivery of services or benefits, in any program or activity;
- the Americans with Disabilities Act of 1990 (42 U.S.C. Sections 12131-34), which prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public accommodations, commercial facilities, and transportation;
- the Education Amendments of 1972 (20 U.S.C. Sections 1681, 1683, 1685-86), which prohibits discrimination on the basis of sex in federally assisted education programs;
- the Age Discrimination Act of 1975 (42 U.S.C. Sections 6106-07), which prohibits discrimination on the basis of age in programs or activities receiving Federal financial assistance. It does not include employment discrimination;
- 28 C.F.R. pt. 31 (U.S. Department of Justice Regulations – OJJDP Grant Programs); 28 C.F.R. pt. 42 (U.S. Department of Justice Regulations – Nondiscrimination; Equal Employment Opportunity; Policies and Procedures); Executive Order No. 13279 (equal protection of the laws for faith-based and community organizations); Executive Order No. 13559, which provide fundamental principles and policy-making criteria for partnerships with faith-based and neighborhood organizations;
- 28 C.F.R. pt. 38 (U.S. Department of Justice Regulations – Equal Treatment for Faith-Based Organizations); and Whistleblower protections 41 U.S.C. §4712 and The National Defense Authorization Act (NDAA) for Fiscal Year 2013 (Pub. L. 112-239, enacted January 2, 2013) the Pilot Program for Enhancement of Contract Employee Whistleblower Protections, which protects employees against reprisal for certain whistle blowing activities in connection with federal grants and contracts.

The certificate set out below is a material representation of fact upon which reliance is placed when the agency awards the grant. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of grants, or government wide suspension or debarment.

In the event a Federal or State court or Federal or State administrative agency makes a finding of discrimination after a due process hearing on the grounds of race, color, religion, national origin, or sex



against a recipient of funds, the recipient will forward a copy of the finding to the Office for Civil Rights, to the applicable contracting agency or division within the Department of Health and Human Services, and to the Department of Health and Human Services Office of the Ombudsman.

The Contractor identified in Section 1.3 of the General Provisions agrees by signature of the Contractor's representative as identified in Sections 1.11 and 1.12 of the General Provisions, to execute the following certification:

1. By signing and submitting this proposal (contract) the Contractor agrees to comply with the provisions indicated above.

Contractor Name: Foundation for Healthy Communities

July 15, 2014  
Date

  
Name: Shawn LaFrance  
Title: Executive Director



**CERTIFICATION REGARDING ENVIRONMENTAL TOBACCO SMOKE**

Public Law 103-227, Part C - Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1000 per day and/or the imposition of an administrative compliance order on the responsible entity.

The Contractor identified in Section 1.3 of the General Provisions agrees, by signature of the Contractor's representative as identified in Section 1.11 and 1.12 of the General Provisions, to execute the following certification:

1. By signing and submitting this contract, the Contractor agrees to make reasonable efforts to comply with all applicable provisions of Public Law 103-227, Part C, known as the Pro-Children Act of 1994.

Contractor Name: Foundation for Healthy Communities

July 15, 2014  
Date

  
Name: Shawn LaFrance  
Title: Executive Director



Exhibit I

**HEALTH INSURANCE PORTABILITY ACT**  
**BUSINESS ASSOCIATE AGREEMENT**

The Contractor identified in Section 1.3 of the General Provisions of the Agreement agrees to comply with the Health Insurance Portability and Accountability Act, Public Law 104-191 and with the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160 and 164 applicable to business associates. As defined herein, "Business Associate" shall mean the Contractor and subcontractors and agents of the Contractor that receive, use or have access to protected health information under this Agreement and "Covered Entity" shall mean the State of New Hampshire, Department of Health and Human Services.

**(1) Definitions.**

- a. "Breach" shall have the same meaning as the term "Breach" in section 164.402 of Title 45, Code of Federal Regulations.
- b. "Business Associate" has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- c. "Covered Entity" has the meaning given such term in section 160.103 of Title 45, Code of Federal Regulations.
- d. "Designated Record Set" shall have the same meaning as the term "designated record set" in 45 CFR Section 164.501.
- e. "Data Aggregation" shall have the same meaning as the term "data aggregation" in 45 CFR Section 164.501.
- f. "Health Care Operations" shall have the same meaning as the term "health care operations" in 45 CFR Section 164.501.
- g. "HITECH Act" means the Health Information Technology for Economic and Clinical Health Act, Title XIII, Subtitle D, Part 1 & 2 of the American Recovery and Reinvestment Act of 2009.
- h. "HIPAA" means the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191 and the Standards for Privacy and Security of Individually Identifiable Health Information, 45 CFR Parts 160, 162 and 164 and amendments thereto.
- i. "Individual" shall have the same meaning as the term "individual" in 45 CFR Section 160.103 and shall include a person who qualifies as a personal representative in accordance with 45 CFR Section 164.501(g).
- j. "Privacy Rule" shall mean the Standards for Privacy of Individually Identifiable Health Information at 45 CFR Parts 160 and 164, promulgated under HIPAA by the United States Department of Health and Human Services.
- k. "Protected Health Information" shall have the same meaning as the term "protected health information" in 45 CFR Section 160.103, limited to the information created or received by Business Associate from or on behalf of Covered Entity.



Exhibit I

- l. “Required by Law” shall have the same meaning as the term “required by law” in 45 CFR Section 164.103.
- m. “Secretary” shall mean the Secretary of the Department of Health and Human Services or his/her designee.
- n. “Security Rule” shall mean the Security Standards for the Protection of Electronic Protected Health Information at 45 CFR Part 164, Subpart C, and amendments thereto.
- o. “Unsecured Protected Health Information” means protected health information that is not secured by a technology standard that renders protected health information unusable, unreadable, or indecipherable to unauthorized individuals and is developed or endorsed by a standards developing organization that is accredited by the American National Standards Institute.
- p. Other Definitions - All terms not otherwise defined herein shall have the meaning established under 45 C.F.R. Parts 160, 162 and 164, as amended from time to time, and the HITECH Act.

**(2) Business Associate Use and Disclosure of Protected Health Information.**

- a. Business Associate shall not use, disclose, maintain or transmit Protected Health Information (PHI) except as reasonably necessary to provide the services outlined under Exhibit A of the Agreement. Further, Business Associate, including but not limited to all its directors, officers, employees and agents, shall not use, disclose, maintain or transmit PHI in any manner that would constitute a violation of the Privacy and Security Rule.
- b. Business Associate may use or disclose PHI:
  - I. For the proper management and administration of the Business Associate;
  - II. As required by law, pursuant to the terms set forth in paragraph d. below; or
  - III. For data aggregation purposes for the health care operations of Covered Entity.
- c. To the extent Business Associate is permitted under the Agreement to disclose PHI to a third party, Business Associate must obtain, prior to making any such disclosure, (i) reasonable assurances from the third party that such PHI will be held confidentially and used or further disclosed only as required by law or for the purpose for which it was disclosed to the third party; and (ii) an agreement from such third party to notify Business Associate, in accordance with the HIPAA Privacy, Security, and Breach Notification Rules of any breaches of the confidentiality of the PHI, to the extent it has obtained knowledge of such breach.
- d. The Business Associate shall not, unless such disclosure is reasonably necessary to provide services under Exhibit A of the Agreement, disclose any PHI in response to a request for disclosure on the basis that it is required by law, without first notifying Covered Entity so that Covered Entity has an opportunity to object to the disclosure and to seek appropriate relief. If Covered Entity objects to such disclosure, the Business



Exhibit I

Associate shall refrain from disclosing the PHI until Covered Entity has exhausted all remedies.

- e. If the Covered Entity notifies the Business Associate that Covered Entity has agreed to be bound by additional restrictions over and above those uses or disclosures or security safeguards of PHI pursuant to the Privacy and Security Rule, the Business Associate shall be bound by such additional restrictions and shall not disclose PHI in violation of such additional restrictions and shall abide by any additional security safeguards.

**(3) Obligations and Activities of Business Associate.**

- a. The Business Associate shall notify the Covered Entity's Privacy Officer immediately after the Business Associate becomes aware of any use or disclosure of protected health information not provided for by the Agreement including breaches of unsecured protected health information and/or any security incident that may have an impact on the protected health information of the Covered Entity.
- b. The Business Associate shall immediately perform a risk assessment when it becomes aware of any of the above situations. The risk assessment shall include, but not be limited to:
  - o The nature and extent of the protected health information involved, including the types of identifiers and the likelihood of re-identification;
  - o The unauthorized person used the protected health information or to whom the disclosure was made;
  - o Whether the protected health information was actually acquired or viewed
  - o The extent to which the risk to the protected health information has been mitigated.

The Business Associate shall complete the risk assessment within 48 hours of the breach and immediately report the findings of the risk assessment in writing to the Covered Entity.

- c. The Business Associate shall comply with all sections of the Privacy, Security, and Breach Notification Rule.
- d. Business Associate shall make available all of its internal policies and procedures, books and records relating to the use and disclosure of PHI received from, or created or received by the Business Associate on behalf of Covered Entity to the Secretary for purposes of determining Covered Entity's compliance with HIPAA and the Privacy and Security Rule.
- e. Business Associate shall require all of its business associates that receive, use or have access to PHI under the Agreement, to agree in writing to adhere to the same restrictions and conditions on the use and disclosure of PHI contained herein, including the duty to return or destroy the PHI as provided under Section 3 (l). The Covered Entity shall be considered a direct third party beneficiary of the Contractor's business associate agreements with Contractor's intended business associates, who will be receiving PHI



Exhibit I

pursuant to this Agreement, with rights of enforcement and indemnification from such business associates who shall be governed by standard Paragraph #13 of the standard contract provisions (P-37) of this Agreement for the purpose of use and disclosure of protected health information.

- f. Within five (5) business days of receipt of a written request from Covered Entity, Business Associate shall make available during normal business hours at its offices all records, books, agreements, policies and procedures relating to the use and disclosure of PHI to the Covered Entity, for purposes of enabling Covered Entity to determine Business Associate's compliance with the terms of the Agreement.
- g. Within ten (10) business days of receiving a written request from Covered Entity, Business Associate shall provide access to PHI in a Designated Record Set to the Covered Entity, or as directed by Covered Entity, to an individual in order to meet the requirements under 45 CFR Section 164.524.
- h. Within ten (10) business days of receiving a written request from Covered Entity for an amendment of PHI or a record about an individual contained in a Designated Record Set, the Business Associate shall make such PHI available to Covered Entity for amendment and incorporate any such amendment to enable Covered Entity to fulfill its obligations under 45 CFR Section 164.526.
- i. Business Associate shall document such disclosures of PHI and information related to such disclosures as would be required for Covered Entity to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR Section 164.528.
- j. Within ten (10) business days of receiving a written request from Covered Entity for a request for an accounting of disclosures of PHI, Business Associate shall make available to Covered Entity such information as Covered Entity may require to fulfill its obligations to provide an accounting of disclosures with respect to PHI in accordance with 45 CFR Section 164.528.
- k. In the event any individual requests access to, amendment of, or accounting of PHI directly from the Business Associate, the Business Associate shall within two (2) business days forward such request to Covered Entity. Covered Entity shall have the responsibility of responding to forwarded requests. However, if forwarding the individual's request to Covered Entity would cause Covered Entity or the Business Associate to violate HIPAA and the Privacy and Security Rule, the Business Associate shall instead respond to the individual's request as required by such law and notify Covered Entity of such response as soon as practicable.
- l. Within ten (10) business days of termination of the Agreement, for any reason, the Business Associate shall return or destroy, as specified by Covered Entity, all PHI received from, or created or received by the Business Associate in connection with the Agreement, and shall not retain any copies or back-up tapes of such PHI. If return or destruction is not feasible, or the disposition of the PHI has been otherwise agreed to in the Agreement, Business Associate shall continue to extend the protections of the Agreement, to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible, for so long as Business

*SL*

*7/15/14*



Exhibit I

Associate maintains such PHI. If Covered Entity, in its sole discretion, requires that the Business Associate destroy any or all PHI, the Business Associate shall certify to Covered Entity that the PHI has been destroyed.

**(4) Obligations of Covered Entity**

- a. Covered Entity shall notify Business Associate of any changes or limitation(s) in its Notice of Privacy Practices provided to individuals in accordance with 45 CFR Section 164.520, to the extent that such change or limitation may affect Business Associate's use or disclosure of PHI.
- b. Covered Entity shall promptly notify Business Associate of any changes in, or revocation of permission provided to Covered Entity by individuals whose PHI may be used or disclosed by Business Associate under this Agreement, pursuant to 45 CFR Section 164.506 or 45 CFR Section 164.508.
- c. Covered entity shall promptly notify Business Associate of any restrictions on the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 CFR 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of PHI.

**(5) Termination for Cause**

In addition to Paragraph 10 of the standard terms and conditions (P-37) of this Agreement the Covered Entity may immediately terminate the Agreement upon Covered Entity's knowledge of a breach by Business Associate of the Business Associate Agreement set forth herein as Exhibit I. The Covered Entity may either immediately terminate the Agreement or provide an opportunity for Business Associate to cure the alleged breach within a timeframe specified by Covered Entity. If Covered Entity determines that neither termination nor cure is feasible, Covered Entity shall report the violation to the Secretary.

**(6) Miscellaneous**

- a. Definitions and Regulatory References. All terms used, but not otherwise defined herein, shall have the same meaning as those terms in the Privacy and Security Rule, amended from time to time. A reference in the Agreement, as amended to include this Exhibit I, to a Section in the Privacy and Security Rule means the Section as in effect or as amended.
- b. Amendment. Covered Entity and Business Associate agree to take such action as is necessary to amend the Agreement, from time to time as is necessary for Covered Entity to comply with the changes in the requirements of HIPAA, the Privacy and Security Rule, and applicable federal and state law.
- c. Data Ownership. The Business Associate acknowledges that it has no ownership rights with respect to the PHI provided by or created on behalf of Covered Entity.
- d. Interpretation. The parties agree that any ambiguity in the Agreement shall be resolved to permit Covered Entity to comply with HIPAA, the Privacy and Security Rule.



Exhibit I

- e. Segregation. If any term or condition of this Exhibit I or the application thereof to any person(s) or circumstance is held invalid, such invalidity shall not affect other terms or conditions which can be given effect without the invalid term or condition; to this end the terms and conditions of this Exhibit I are declared severable.
- f. Survival. Provisions in this Exhibit I regarding the use and disclosure of PHI, return or destruction of PHI, extensions of the protections of the Agreement in section (3) I, the defense and indemnification provisions of section (3) e and Paragraph 13 of the standard terms and conditions (P-37), shall survive the termination of the Agreement.

IN WITNESS WHEREOF, the parties hereto have duly executed this Exhibit I.

Department of Health and Human Svcs  
The State

Brook Dupee  
Signature of Authorized Representative

Brook Dupee  
Name of Authorized Representative

Bureau Chief  
Title of Authorized Representative

7/12/14  
Date

Foundation for Healthy Communities  
Name of the Contractor

Shawn LaFrance  
Signature of Authorized Representative

Shawn LaFrance  
Name of Authorized Representative

Executive Director  
Title of Authorized Representative

JULY 15, 2014  
Date



**CERTIFICATION REGARDING THE FEDERAL FUNDING ACCOUNTABILITY AND TRANSPARENCY  
ACT (FFATA) COMPLIANCE**

The Federal Funding Accountability and Transparency Act (FFATA) requires prime awardees of individual Federal grants equal to or greater than \$25,000 and awarded on or after October 1, 2010, to report on data related to executive compensation and associated first-tier sub-grants of \$25,000 or more. If the initial award is below \$25,000 but subsequent grant modifications result in a total award equal to or over \$25,000, the award is subject to the FFATA reporting requirements, as of the date of the award.

In accordance with 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), the Department of Health and Human Services (DHHS) must report the following information for any subaward or contract award subject to the FFATA reporting requirements:

1. Name of entity
2. Amount of award
3. Funding agency
4. NAICS code for contracts / CFDA program number for grants
5. Program source
6. Award title descriptive of the purpose of the funding action
7. Location of the entity
8. Principle place of performance
9. Unique identifier of the entity (DUNS #)
10. Total compensation and names of the top five executives if:
  - 10.1. More than 80% of annual gross revenues are from the Federal government, and those revenues are greater than \$25M annually and
  - 10.2. Compensation information is not already available through reporting to the SEC.

Prime grant recipients must submit FFATA required data by the end of the month, plus 30 days, in which the award or award amendment is made.

The Contractor identified in Section 1.3 of the General Provisions agrees to comply with the provisions of The Federal Funding Accountability and Transparency Act, Public Law 109-282 and Public Law 110-252, and 2 CFR Part 170 (Reporting Subaward and Executive Compensation Information), and further agrees to have the Contractor's representative, as identified in Sections 1.11 and 1.12 of the General Provisions execute the following Certification:

The below named Contractor agrees to provide needed information as outlined above to the NH Department of Health and Human Services and to comply with all applicable provisions of the Federal Financial Accountability and Transparency Act.

Contractor Name: Foundation for Healthy Communities

July 15, 2014  
Date

  
Name: Shawn LaFrance  
Title: Executive Director



**FORM A**

As the Contractor identified in Section 1.3 of the General Provisions, I certify that the responses to the below listed questions are true and accurate.

1. The DUNS number for your entity is: 65335283
2. In your business or organization's preceding completed fiscal year, did your business or organization receive (1) 80 percent or more of your annual gross revenue in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; and (2) \$25,000,000 or more in annual gross revenues from U.S. federal contracts, subcontracts, loans, grants, subgrants, and/or cooperative agreements?

NO                       YES

If the answer to #2 above is NO, stop here

If the answer to #2 above is YES, please answer the following:

3. Does the public have access to information about the compensation of the executives in your business or organization through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C.78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986?

NO                       YES

If the answer to #3 above is YES, stop here

If the answer to #3 above is NO, please answer the following:

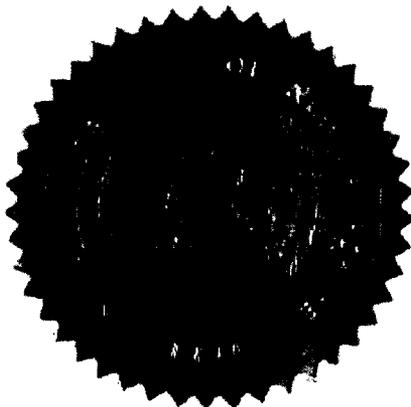
4. The names and compensation of the five most highly compensated officers in your business or organization are as follows:

Name: _____	Amount: _____

State of New Hampshire  
Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that FOUNDATION FOR HEALTHY COMMUNITIES is a New Hampshire nonprofit corporation formed October 28, 1968. I further certify that it is in good standing as far as this office is concerned, having filed the return(s) and paid the fees required by law.



In TESTIMONY WHEREOF, I hereto  
set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 23<sup>rd</sup> day of June A.D. 2014

A handwritten signature in black ink, which appears to read "William M. Gardner". The signature is written in a cursive style and is positioned above the printed name and title.

William M. Gardner  
Secretary of State

**CERTIFICATE OF VOTE/AUTHORITY**

I, Steve Ahnen, of the Foundation for Healthy Communities, do hereby certify that:

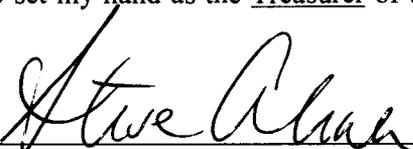
1. I am the duly elected Treasurer of the Foundation for Healthy Communities;
2. The following are true copies of two resolutions duly adopted at a meeting of the Board of Directors of the Foundation Healthy Communities, duly held on October 15, 2009;

RESOLVED: That this corporation, the Foundation for Healthy Communities, enters into any and all contracts, amendments, renewals, revisions or modifications thereto, with the State of New Hampshire, acting through its Department of Health and Human Services.

RESOLVED: That the Executive Director for the Foundation for Healthy Communities is hereby authorized on behalf of this corporation to enter into said contracts with the State, and to execute any and all documents, agreements, and other instruments, and any amendments, revisions, or modifications thereto, as he/she may deem necessary, desirable or appropriate. Shawn LaFrance is the duly elected Executive Director of the corporation.

3. The foregoing resolutions have not been amended or revoked and remain in full force and effect as of July 15, 2014.

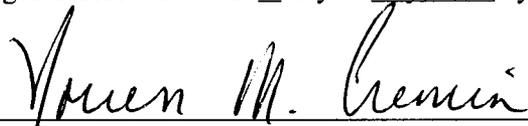
IN WITNESS WHEREOF, I have hereunto set my hand as the Treasurer of the Foundation for Healthy Communities this 15th day of July, 2014.

  
\_\_\_\_\_  
Steve Ahnen, Treasurer

STATE OF NH

COUNTY OF MERRIMACK

The foregoing instrument was acknowledged before me this 15th day of July, 2014 by Steve Ahnen.

  
\_\_\_\_\_  
Notary Public/Justice of the Peace  
My Commission Expires: June 5, 2018

Client#: 241406

NHHOSPITAL

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

7/15/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER: HUB Healthcare Solutions, HUB International New England, 299 Ballardvale Street, Wilmington, MA 01887. CONTACT NAME: Kathleen Marchitelli, PHONE (A/C, No, Ext): 978-661-6843, FAX (A/C, No): 866-893-2711. INSURER(S) AFFORDING COVERAGE: INSURER A: Hartford Casualty Ins Co, INSURER B: Hartford Insurance Co, INSURER C: Hanover Insurance Co.

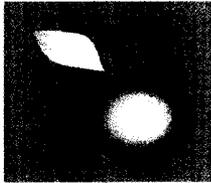
COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Table with columns: INSR LTR, TYPE OF INSURANCE, ADDL INSR, SUBR INSR, WVD, POLICY NUMBER, POLICY EFF (MM/DD/YYYY), POLICY EXP (MM/DD/YYYY), LIMITS. Rows include General Liability, Commercial General Liability, Umbrella Liability, Workers Compensation, and Blanket Bldg & BPP.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER: NH Dept of Health & Human Svcs, Contracts & Procurement Unit, Bobbie Aversa, Brown Building, 129 Pleasant Street, Concord, NH 03301. CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE: [Signature]



FOUNDATION FOR  
HEALTHY COMMUNITIES

FINANCIAL STATEMENTS

December 31, 2012 and 2011

With Independent Auditor's Report



# FOUNDATION FOR HEALTHY COMMUNITIES

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December 31, 2012 and 2011

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## INDEPENDENT AUDITOR'S REPORT

The Board of Trustees  
Foundation for Healthy Communities

We have audited the accompanying financial statements of Foundation for Healthy Communities (the Foundation) which comprise the statements of financial position as of December 31, 2012 and 2011, and the related statements of activities, changes in net assets, and cash flows for the years then ended, and the related notes to the financial statements.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with U.S. generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall financial statement presentation.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Foundation for Healthy Communities as of December 31, 2012 and 2011, and the changes in its net assets and its cash flows for the years then ended, in accordance with U.S. generally accepted accounting principles.

*Berry Dunn McNeil & Parker, LLC*

Manchester, New Hampshire  
June 13, 2013

FOUNDATION FOR HEALTHY COMMUNITIES

Statements of Financial Position

December 31, 2012 and 2011

ASSETS

	<u>2012</u>	<u>2011</u>
Current assets		
Cash and cash equivalents	\$ 490,373	\$ 388,116
Accounts receivable	210,328	192,738
Due from affiliate	34,140	59,333
Prepaid expenses	4,570	6,641
Total current assets	<u>739,411</u>	<u>646,828</u>
Investments	<u>565,998</u>	<u>432,709</u>
Property and equipment		
Leasehold improvements	1,118	1,118
Equipment and furniture	130,613	130,613
	<u>131,731</u>	<u>131,731</u>
Less accumulated depreciation	<u>118,191</u>	<u>109,951</u>
Property and equipment, net	<u>13,540</u>	<u>21,780</u>
Total assets	<u>\$1,318,949</u>	<u>\$1,101,317</u>

LIABILITIES AND NET ASSETS

Current liabilities		
Accounts payable	\$ 24,176	\$ 27,225
Accrued payroll and related amounts	66,378	57,794
Due to affiliate	45,093	37,288
Deferred revenue	31,249	36,778
Total current liabilities	<u>166,896</u>	<u>159,085</u>
Net assets		
Unrestricted	240,298	196,243
Temporarily restricted	911,755	745,989
Total net assets	<u>1,152,053</u>	<u>942,232</u>
Total liabilities and net assets	<u>\$1,318,949</u>	<u>\$1,101,317</u>

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The accompanying notes are an integral part of these financial statements.

**FOUNDATION FOR HEALTHY COMMUNITIES**

**Statements of Activities**

**Years Ended December 31, 2012 and 2011**

	<u>2012</u>	<u>2011</u>
Revenues		
Foundation support	\$ 363,120	\$ 356,000
Program revenue	1,688,188	706,335
Seminars, meetings, and workshops	128,187	133,146
Investment income	16,141	9,828
Net assets released from restriction used for operations	<u>865,024</u>	<u>835,342</u>
Total revenues	<u>3,060,660</u>	<u>2,040,651</u>
Expenses		
Salaries and related payroll expenses	976,077	926,166
General and administrative	132,054	96,901
Program expenses	1,762,092	823,029
Seminars, meetings, and workshops	177,315	132,590
Depreciation	<u>8,240</u>	<u>8,358</u>
Total expenses	<u>3,055,778</u>	<u>1,987,044</u>
Excess of revenues over expenses	4,882	53,607
Net realized and unrealized gain (loss) on investments	<u>39,173</u>	<u>(16,012)</u>
Increase in unrestricted net assets	<u>\$ 44,055</u>	<u>\$ 37,595</u>

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The accompanying notes are an integral part of these financial statements.

**FOUNDATION FOR HEALTHY COMMUNITIES**

**Statements of Changes in Net Assets**

**Years Ended December 31, 2012 and 2011**

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Total</u>
Balance, January 1, 2011	\$ <u>158,648</u>	\$ <u>706,405</u>	\$ <u>865,053</u>
Excess of revenues over expenses	53,607	-	53,607
Net unrealized loss on investments	(16,012)	-	(16,012)
Grants received	-	874,926	874,926
Net assets released from restriction used for operations	<u>-</u>	<u>(835,342)</u>	<u>(835,342)</u>
Change in net assets	<u>37,595</u>	<u>39,584</u>	<u>77,179</u>
Balance, December 31, 2011	<u>196,243</u>	<u>745,989</u>	<u>942,232</u>
Excess of revenues over expenses	4,882	-	4,882
Net unrealized gain on investments	39,173	-	39,173
Grants received	-	1,030,790	1,030,790
Net assets released from restriction used for operations	<u>-</u>	<u>(865,024)</u>	<u>(865,024)</u>
Change in net assets	<u>44,055</u>	<u>165,766</u>	<u>209,821</u>
Balance, December 31, 2012	<u>\$ 240,298</u>	<u>\$ 911,755</u>	<u>\$ 1,152,053</u>

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The accompanying notes are an integral part of these financial statements.

**FOUNDATION FOR HEALTHY COMMUNITIES**

**Statements of Cash Flows**

**Years Ended December 31, 2012 and 2011**

	<u>2012</u>	<u>2011</u>
Cash flows from operating activities		
Change in net assets	\$ 209,821	\$ 77,179
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Depreciation	8,240	8,358
Net realized and unrealized (gain) loss on investments	(39,173)	16,012
(Increase) decrease in		
Accounts receivable	(17,590)	(9,608)
Prepaid expenses	2,071	(184)
Increase (decrease) in		
Accounts payable	(3,049)	17,654
Accrued payroll and related amounts	8,584	(10,395)
Due to/from affiliates	32,998	(28,209)
Deferred revenue	(5,529)	19,587
Net cash provided by operating activities	<u>196,373</u>	<u>90,394</u>
Cash flows from investing activities		
Purchases of property and equipment	-	(13,733)
Purchases of investments	(543,466)	(45,690)
Proceeds from sale of investments	449,350	39,787
Net cash used by investing activities	<u>(94,116)</u>	<u>(19,636)</u>
Net increase in cash and cash equivalents	102,257	70,758
Cash and cash equivalents, beginning of year	<u>388,116</u>	<u>317,358</u>
Cash and cash equivalents, end of year	<u>\$ 490,373</u>	<u>\$ 388,116</u>

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The accompanying notes are an integral part of these financial statements.

# FOUNDATION FOR HEALTHY COMMUNITIES

## Notes to Financial Statements

December 31, 2012 and 2011

### **Organization**

Foundation for Healthy Communities (the Foundation) was organized to conduct various activities relating to health care delivery process improvement, health policy, and the creation of healthy communities. The Foundation is controlled by New Hampshire Hospital Association (the Association) whose purpose is to assist its members in improving the health status of the people receiving health care in New Hampshire. Credit is extended without collateral.

### **1. Summary of Significant Accounting Policies**

#### **Use of Estimates**

The preparation of financial statements in conformity with U.S. generally accepted accounting principles (GAAP) requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

#### **Cash and Cash Equivalents**

For purposes of reporting in the statements of cash flows, the Foundation considers all bank deposits with an original maturity of three months or less to be cash equivalents.

#### **Accounts Receivable**

Accounts receivable are stated at the amount management expects to collect from outstanding balances. Management provides for probable uncollectible amounts through a charge to earnings and a credit to a valuation allowance based on its assessment of the current status of individual accounts. Balances that are still outstanding after management has used reasonable collection efforts are written off through a charge to the valuation allowance and a credit to accounts receivable. Management believes all accounts receivable are collectible.

#### **Investments**

Investments in equity securities with readily determinable fair values and all investments in debt securities are measured at fair value in the statement of financial position. Investment income or loss (including realized gains and losses on investments, interest, and dividends) is included in the excess of expenses over revenues unless the income or loss is restricted by donor or law. Unrealized gains and losses on investments are excluded from the excess of revenues over expenses.

# FOUNDATION FOR HEALTHY COMMUNITIES

## Notes to Financial Statements

December 31, 2012 and 2011

Investments, in general, are exposed to various risks such as interest rate, credit, and overall market volatility. As such, it is reasonably possible that changes in the values of investments will occur in the near term and that such changes could materially affect the amounts reported in the statements of financial position and activities.

### **Property and Equipment**

Property and equipment acquisitions are recorded at cost. Depreciation is provided over the estimated useful lives of each class of depreciable asset and is computed using the straight-line method.

### **Employee Fringe Benefits**

The Foundation has an "earned time" plan under which each employee earns paid leave for each period worked. These hours of paid leave may be used for vacation or illnesses. Hours earned but not used are vested with the employee and may not exceed 30 days at year end. The Foundation accrues a liability for such paid leave as it is earned.

### **Revenue Recognition**

Grants awarded in advance of expenditures are reported as temporarily restricted support if they are received with stipulations that limit the use of the grant funds. When a grant restriction expires, that is, when a stipulated time restriction ends or a purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statements of activities as "net assets released from restriction."

Grant funds conditional upon submission of documentation of qualifying expenditures or matching requirements are deemed to be earned and reported as revenues when the Foundation has met the grant conditions.

The amount of such funds the Foundation will ultimately receive depends on the actual scope of each program, as well as the availability of funds and, accordingly, is not reasonably determinable. The ultimate disposition of grant funds is subject to audit by the awarding agencies.

Resources received from service beneficiaries for specific projects, programs, or activities that have not yet taken place are recognized as deferred revenue to the extent that the earnings process has not been completed.

# FOUNDATION FOR HEALTHY COMMUNITIES

## Notes to Financial Statements

December 31, 2012 and 2011

Contributions of long-lived assets are reported as unrestricted support unless donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long lived-lived assets are reported as restricted support. Absent explicit donor stipulations about how long this long-lived assets must be maintained, the Foundation reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service.

### Excess of Revenues over Expenses

The statement of activities includes excess of revenues over expenses. Changes in unrestricted net assets that are excluded from this measure, consistent with industry practice, include unrealized gains and losses on investments.

### Income Taxes

The Foundation is a not-for-profit corporation as described in Section 501(c)(3) of the Internal Revenue Code (the Code) and is exempt from federal income taxes on related income pursuant to Section 501(a) of the Code.

### Subsequent Events

For purposes of the preparation of these financial statements in conformity with GAAP, the Foundation has considered transactions or events occurring through June 13, 2013, which was the date that the financial statements were available to be issued.

## 2. Investments

The composition of investments as of December 31, 2012 and 2011 is set forth in the following table. Investments are stated at fair value.

	<u>2012</u>	<u>2011</u>
Marketable equity securities	\$ <u>258,132</u>	\$ -
Mutual funds		
Marketable equity securities	117,029	251,646
Fixed income securities	<u>190,837</u>	<u>181,063</u>
	<u>\$ 565,998</u>	<u>\$ 432,709</u>

# FOUNDATION FOR HEALTHY COMMUNITIES

## Notes to Financial Statements

December 31, 2012 and 2011

Investment income and gains (losses) from investments (including cash equivalents) are comprised of the following for the years ended December 31:

	<u>2012</u>	<u>2011</u>
Income		
Interest and dividend income	\$ <u>16,141</u>	\$ <u>9,828</u>
Other changes in unrestricted net assets		
Net realized and unrealized gain (loss) on investments	\$ <u>39,173</u>	\$ <u>(16,012)</u>

### 3. Temporarily Restricted Net Assets

Temporarily restricted net assets of \$911,755 and \$745,989 consisted of specific grant programs as of December 31, 2012 and 2011, respectively. The grant programs relate to improvements to access to and the delivery of health care services and support for production and distribution of educational materials.

### 4. Related Party Transactions

The Foundation leases space from the Association. Rental expense under this lease for the years ended December 31, 2012 and 2011 was \$47,402 and \$48,252, respectively.

The Association provides various accounting, public relation and janitorial services to the Foundation. The amount expensed for these services in 2012 and 2011 was \$98,175 and \$86,514, respectively. In addition, the Association bills the Foundation for its allocation of shared costs. As of December 31, 2012 and 2011, the Foundation owed the Association \$45,093 and \$37,288, respectively, for services and products provided by the Association.

The Association owed the Foundation \$34,140 and \$59,333 as of December 31, 2012 and 2011, respectively, for services provided to the Association.

### 5. Retirement Plan

The Foundation has a 401(k) profit-sharing plan that covers substantially all employees and allows for employee contributions of up to the maximum allowed under Internal Revenue Service regulations. Employer contributions are discretionary and are determined annually by the Foundation. Retirement plan expense for 2012 and 2011 was \$27,315 and \$30,863, respectively.

# FOUNDATION FOR HEALTHY COMMUNITIES

## Notes to Financial Statements

December 31, 2012 and 2011

### 6. Functional Expenses

Expenses related to services provided for the public interest are as follows:

	<u>2012</u>	<u>2011</u>
Program services	\$ 2,905,736	\$ 1,805,951
General and administrative	<u>150,042</u>	<u>181,093</u>
	<u>\$ 3,055,778</u>	<u>\$ 1,987,044</u>

### 7. Concentrations of Credit Risk

The Foundation's total cash deposits from time-to-time exceed the federally insured limit. The Foundation has not incurred any losses and does not expect any in the future.

### 8. Fair Value Measurements

Financial Accounting Standards Board Accounting Standards Codification (FASB ASC) Title 820, *Fair Value Measurements and Disclosures*, defines fair value, establishes a framework for measuring fair value in accordance with GAAP, and expands disclosures about fair value measurements.

FASB ASC 820 defines fair value as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. FASB ASC 820 also establishes a fair value hierarchy which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The standard describes three levels of inputs that may be used to measure fair value:

Level 1: Quoted prices (unadjusted) for identical assets or liabilities in active markets that the entity has the ability to access as of the measurement date.

Level 2: Significant other observable inputs other than Level 1 prices, such as quoted prices for similar assets or liabilities, quoted prices in markets that are not active, and other inputs that are observable or can be corroborated by observable market data.

Level 3: Significant unobservable inputs that reflect an entity's own assumptions about the assumptions that market participants would use in pricing an asset or liability.

**FOUNDATION FOR HEALTHY COMMUNITIES**

**Notes to Financial Statements**

**December 31, 2012 and 2011**

The Foundation's investments are all considered level 1 and these assets measured at fair value at December 31 on a recurring basis are summarized below:

	<u>2012</u>	<u>2011</u>
Marketable equity securities	\$ 258,132	\$ -
Mutual Funds		
Marketable equity securities	117,029	251,646
Fixed income	<u>190,837</u>	<u>181,063</u>
	<u>\$ 565,998</u>	<u>\$ 432,709</u>



FOUNDATION FOR  
HEALTHY COMMUNITIES

The Foundation's mission is to improve health and health care delivery.

The Foundation's primary objectives are:

1. To collect, analyze, and evaluate data about health and about the delivery, quality, management and organization of health services;
2. To promote, sponsor and conduct applied research and scientific investigation relative to quality, health delivery process improvement and health policy; and
3. To communicate information, sponsor education and training, and facilitate innovation and access for the improvement of health and the creation of healthy communities.

Adopted by Board of Trustees - October 20, 2005



FOUNDATION FOR  
HEALTHY COMMUNITIES

**2014 - BOARD OF TRUSTEES**

Scott McKinnon <b>CHAIR</b>	President/CEO, Memorial Hospital, North Conway
Mary DeVeau <b>VICE CHAIR</b>	President, Concord Regional Visiting Nurse Assn.
Stephen Ahnen <b>SECRETARY/TREASURER</b>	President, NHHA
Shawn LaFrance <i>ex officio</i>	Executive Director, FHC
Richard Lafleur, MD - <b>IPC</b>	Medical Director, Anthem BC/BS of NH, Manchester
Chris Accashian	CEO, Parkland Medical Center, Derry
George Blike	Chief Quality and Value Officer, Dartmouth-Hitchcock, Lebanon
William Brewster, MD	Medical Director, Harvard Pilgrim Health Care, Manchester
Robert Duhaime, RN	VP, Operations, Catholic Medical Center, Manchester
Mary Ellen Fleege, PhD, RN	Professor of Nursing, Keene State College
Paul Gardent	Faculty, Dartmouth Institute & Tuck School of Business, Hanover
Michelle McEwen	President/CEO, Spere Memorial Hospital, Plymouth
Arthur Nichols	President, Cheshire Medical Center, Keene
Arthur O'Leary	Regional VP of Operations, Genesis HealthCare, Concord
Helen C. Pervanas, PharmD	Assistant Professor of Pharmacy Practice, Mass. College of Pharmacy and Health Sciences, Manchester
Rick Phelps, MD	President & Chief Operating Officer, Elliot Hospital, Manchester
John H. Robb, MD	Director, Interventional Cardiology at Mary Hitchcock Memorial Hospital, Lebanon
James Roche	President, Business and Industry Association of NH, Concord
Maria Ryan, PhD, APRN	CEO, Cottage Hospital, Woodsville
Jeanne Ryer	Director, NH Citizens Health Initiative, Concord
Keith Shute, MD	Chief Medical Officer & Senior Vice President, Androscoggin Valley Hospital, Berlin
Trinidad Tellez, MD	Director, Office of Minority Health and Refugee Affairs, NH Department of Health and Human Services
Gregory Walker	President, Wentworth-Douglas Hospital, Dover
Stephanie Wolf-Rosenblum, MD	Chief Medical Officer, Southern NH Medical Center, Nashua

# KEY ADMINISTRATIVE PERSONNEL

## NH Department of Health and Human Services

**Contractor Name:** Foundation for Healthy Communities

**Name of Section:** Rural Health and Primary Care Hospital Flexibility Program

<b>BUDGET PERIOD: SFY 15</b>				
<b>NAME</b>	<b>JOB TITLE</b>	<b>SALARY</b>	<b>PERCENT PAID FROM THIS CONTRACT</b>	<b>AMOUNT PAID FROM THIS CONTRACT</b>
Anne Simonton Diefendorf	Associate Executive Director	\$134,472	0.00%	\$0.00
Shawn LaFrance	Executive Director	\$121,024	0.00%	\$0.00
Gregory Vasse	Director Rural Quality Improvement Network	\$89,294	27.95%	\$24,959
Noreen Cremin	Program and Grants Manager	\$43,077	4.66%	\$2,007
<b>TOTAL SALARIES (Not to exceed Total/Salary Wages, Line Item 1 of Budget request)</b>				<b>\$26,966</b>

<b>BUDGET PERIOD: SFY 16</b>				
<b>NAME</b>	<b>JOB TITLE</b>	<b>SALARY</b>	<b>PERCENT PAID FROM THIS CONTRACT</b>	<b>AMOUNT PAID FROM THIS CONTRACT</b>
Anne Simonton Diefendorf	Associate Executive Director	\$138,507	0.00%	\$0
Shawn LaFrance	Executive Director	\$124,654	0.00%	\$0
Gregory Vasse	Director Rural Quality Improvement Network	\$89,294	5.15%	\$4,599
Noreen Cremin	Program and Grants Manager	\$43,077	0.86%	\$370
		\$0	0.00%	\$0
		\$0	0.00%	\$0
<b>TOTAL SALARIES (Not to exceed Total/Salary Wages, Line Item 1 of Budget request)</b>				<b>\$4,969</b>

**ANNE SIMONTON DIFENDORF, MS, RD, LD**

125 Airport Road  
Concord, NH 03301  
603-415-4271

**EDUCATION**

POSTGRADUATE:

Dartmouth College: Masters of Science Degree in Clinical Evaluative Sciences 6/2000  
Hanover, NH  
Lesley College: Graduate courses in Health Care Management 9/84-8/86  
Cambridge, MA  
Dietetic Internship: 2/78-1/79  
St. Mary's Hospital, Rochester, MN  
University of Minnesota: Graduate courses in Nutrition 2/78-1/79  
Minneapolis, MN

UNDERGRADUATE:

University of New Hampshire: 12/77  
B.S. Nutrition & Dietetics-Summa Cum Laude.  
Durham, NH

**EMPLOYMENT EXPERIENCE**

Foundation for Healthy Communities  
Associate Executive Director 9/2011 - present  
VP Patient Safety & Quality  
Concord Hospital, Concord, NH  
Director of Quality Performance- 1/99-9/2011  
Supports performance improvement initiatives on an organization wide basis.  
Assumed responsibility of QA Department Director 10/2003  
Assumed responsibility of Infection Control Director 9/2007  
Coordinator Clinical Nutrition- 11/90-3/05  
Responsible for managing hospital-wide clinical nutrition program.  
Clinical Dietitian- 1/85-11/90  
Responsibilities included coverage of medical/surgical hospital units and outpatient dialysis unit.  
New England Medical Center, Boston, MA 3/81-1/85  
Renal Dietitian.  
New England Baptist Hospital, Boston, MA 12/79-3/81  
Clinical Dietitian.  
Elliott P. Joslin Camp, Charlton, MA 6/79-8/79  
for Boys with Diabetes. Dietitian.  
Mayo Clinic, Rochester, MN 1/79-6/79  
Clinical Dietitian

**COMMITTEE MEMBERSHIP**

Capital Region VNA QI and Patient Safety Committee – member Current

Concord Hospital Committees: Until 9/2011

Patient Safety Committee –Co Chair  
Joint Commission - Chapter Leader - Performance Improvement  
Clinical Practice Committee - Co Chair  
Ethics Committee – Executive Committee / Policy Reviewer  
Health Information Management Committee – member

Medication Safety Committee – member  
 Medication Reconciliation Committee – member  
 Medical Record Committee – member  
 Concord Hospital Medical Group Clinical Practice & QI Committee – Co-chair  
 NH Dartmouth Family Practice Residency GME Committee – member  
 Dartmouth Leadership Preventive Medicine Residency Practicum Review Board

**PROFESSIONAL ORGANIZATIONS**

American Academy of Nutrition and Dietetics  
 2/78-present  
New Hampshire Dietetic Association  
 8/83-present  
     2001- 2003      Delegate  
     1989-90      Chairperson - Council on Practice  
ADA Renal Dietitians Practice Group  
     1989-91      Secretary  
     1991-92      Chairman-Elect  
     1992-93      Chairman (National Renal Diet and Clinical Guide to  
                     ESRD were published)  
Council on Renal Nutrition of New England  
     1982-83      Recording Secretary  
     1983-85      Chairperson-Elect / Chairperson  
National Kidney Foundation-Council on Renal Nutrition  
     1983-85      Alternate Region I Representative  
     1983-85      Co-Chairperson: Rules & Regulations  
     1983-85      Membership Committee  
     1985-87      Region I Representative  
     1985-87      Chairperson: Rules & Regulations  
     1995-96      Editorial Board Member/Reviewer  
                     Journal of Renal Nutrition  
National Kidney Foundation of NH  
     1985-86      Professional Advisory Board  
     1989-90      Medical Advisory Board

**AWARDS**

<u>Recognized Young Dietitian of the Year</u>	1991
NH Dietetic Association	
<u>PTO Longevity Award</u>	2000
Conant School, Concord, NH	
<u>Maggie Terninko Award</u>	2003
NH Dietetic Association	
<u>Champion for Children</u>	2005
Concord School District	

**PRESENTATIONS**

Complete list available upon request.

**SHAWN V. LaFRANCE**

125 Airport Road  
Concord, New Hampshire 03301  
(O) (603) 225-0900  
(D) (603) 415-4270

**PROFESSIONAL EXPERIENCE**

**FOUNDATION FOR HEALTHY COMMUNITIES, Concord, NH**

**Executive Director**, 2004-Current

**Vice President for Planning and Development**, 1998-2004

Design and manage statewide programs, engaging the public and private sector, to improve health status and the delivery of health care services in New Hampshire. Lead in the creation of new partnerships at the state and local levels and in communicating results of the Foundations' efforts. Accomplishments include:

- Secured more than \$7 million in new program funding from foundations and other organizations to initiate new statewide programs. Established and manage all grant monitoring and reporting systems.
- Created the New Hampshire Partnership for End-of-Life Care and secured a partners competitive multi-year grant from the Robert Wood Johnson Foundation to change policy and improve end-of-life care.
- Initiated new strategy to expand the community focus of the Foundation. New programs address preventive care for children, improved access to insurance coverage, new access to prescription medications for low income persons, new research on identifying and preventing alcohol abuse in primary care settings and developed new training skills program to address recruitment and retention of nurses.
- Analyze health data and other information to develop new programs and communicate through broadcast and print media, publications and the internet to diverse constituencies including professionals and the public.
- Supervise staff of four professionals.

**THE COMMONWEALTH FUND, New York, NY**

**Program Officer**, 1994-1997

Planned and managed grant-making portfolio of national and local projects focused on child health, youth development and local public-private partnerships for a national foundation with strong record of health care philanthropy. Designed and monitored program outcomes for \$3.5 million in annual grant expenditures with foundation executives. Accomplishments include: organized key start-up activities for a national initiative, in partnership with conversion and community foundations, to improve the delivery of child health care with a focus on child development and family support. Re-structured youth projects to strengthen career-to-school emphasis with mentoring, and initiated new focus locally on promoting public-private partnerships in public spaces and services. Advised applicants and grantees on project development, budgets, evaluation plans, and crafting communications strategies for projects. Initiated new procedures to effectively plan and prioritize communication of results from the national program.

**NEW YORK CITY DEPARTMENT OF HEALTH, New York, NY**

**Special Assistant to the Commissioner**, 1992-1994

Advised Commissioner of the largest local health department in the United States on wide range of internal and external policy issues. Accomplishments include: managed recruitment and operations for 130 health provider sites in low income neighborhoods for the largest child immunization campaign in the city's history; led summit conference on family planning services for 90 leaders and policymakers in the health care and non-profit sectors; convened lead poisoning task force to revise prevention strategies; and initiated a review of managed care options and health education services for the Department of Health.

**NEW YORK CITY DEPARTMENT OF HEALTH, New York, NY**  
**Project Director, 1989-1991**

Implemented and managed a \$1.5 million innovative demonstration project to co-locate medical, addiction treatment and social services for women and children in Harlem. Conducted contract negotiations, prepared regulatory and licensing approvals, oversaw facility renovation, and staff recruitment and hiring. Responsible for fundraising, grant reporting, program marketing, and implementation of a process and outcomes evaluation.

**DEPARTMENT OF CITY PLANNING, New York, NY**  
**City Planner, 1985-1987**

Organized and created citizen education program for land use and environmental plan for large underdeveloped industrial and residential waterfront properties. Collected and analyzed employment and housing data for planning for community redevelopment. Provided technical assistance to elected officials and community groups. Managed health and human service projects and developed Requests for Proposals for consultant studies.

**CITIZENS' COMMITTEE FOR CHILDREN OF NEW YORK, INC., New York, NY**  
**Health Policy Analyst, 1987-89**

Successfully led advocacy effort to establish new State funding (\$500,000) for pediatric AIDS services. Coordinated and managed advocacy activities and policy analyses on health issues for low income children. Prepared position papers and public testimony on maternal and child health. Analyzed municipal agency budgets and legislative proposals related to child health. Trained board members and community volunteers for service monitoring and advocacy.

**ASSOCIATION OF UNIVERSITY PROGRAMS IN HEALTH ADMINISTRATION**  
**Assistant Director, Washington, DC 1983-85**

Managed a national survey research project involving 2,000 graduates of health administration programs for Washington DC-based national association. Conducted focus group research on education programs and the management needs of health service organizations. Performed membership review of academic programs. Organized meetings of a national Task Force on Undergraduate Education in Health Care Administration.

**OFFICE OF HEALTH PLANNING AND DEVELOPMENT, Concord, NH**  
**Planner, 1980-81**

Developed needs assessments, planning of primary care, and maternal and child health care services for the State Health Plan. Staffed program planning and budgeting project for a re-organization of public health services by the State Commissioner for Health and Human Services. Evaluated hospital and nursing home service expansion proposals in Certificate of Need regulatory program.

## **EDUCATION**

**Columbia University**

New York, NY

Master of Public Health- 1985  
M.S., Urban Planning- 1985

Masters Thesis: *Hospitals and Urban Neighborhoods: Bases for Joint Planning and Community Development* (Research Bibliography published by the Council for Planning Librarians, Chicago, IL, October 1985.)

**University of New Hampshire**

Durham, NH

B.S., Health Administration and Planning- 1979

# GREGORY J. VASSE

603-748-9355 | 603-415-4274 | [GVasse@healthynh.com](mailto:GVasse@healthynh.com)  
125 Airport Road, Concord, NH 03301

## CAREER EXPERIENCE

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<b>FOUNDATION FOR HEALTHY COMMUNITIES</b> Director Rural Quality Improvement Network	<b>(09/19/2011 – present)</b>	<b>Concord, NH</b>
<b>AMERICAN NATIONAL RED CROSS BIOMEDICAL SERVICES</b> Senior Vice President	<b>(2003-2006)</b> <b>(2004-2006)</b>	<b>Washington, DC</b>
Area Vice President North Central US	<b>(2003-2004)</b>	
<b>SOUTHEASTERN MICHIGAN BLOOD SERVICES REGION / American Red Cross</b> Chief Executive Officer	<b>(1998-2002)</b>	<b>Detroit, MI</b>
<b>HENRY FORD HEALTH SYSTEM</b> COO Henry Ford Health System / Eastern Region President & CEO Henry Ford Cottage Hospital	<b>(1986-1998)</b> <b>(1994-1998)</b> <b>(1988-1998)</b>	<b>Detroit, MI</b>
<b>COTTAGE HEALTH SERVICES</b> VP Operations / VP Planning & Marketing / Asst Administrator	<b>(1977-1985)</b>	<b>Grosse Pointe, MI</b>

## EDUCATION

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**CORNELL / JOHNSON SCHOOL** - MBA & SLOAN PROGRAM IN HOSPITAL AND HEALTH SERVICES ADMINISTRATION  
**CORNELL / COLLEGE OF ARTS & SCIENCES** - BA BIOLOGICAL SCIENCES (MICROBIOLOGY)  
**HARVARD / JFK SCHOOL OF GOVERNMENT** - PARTNERS IN ORGANIZATIONAL LEADERSHIP

## VOLUNTEER POSITIONS

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<b>DARTMOUTH HITCHCOCK MEDICAL CENTER</b> Emergency Department Volunteer	<b>(2011 – 2012)</b>	<b>Lebanon, NH</b>
<b>UNITED METHODIST RETIREMENT COMMUNITIES</b> Member Board of Directors, Executive Committee and Chairman of the Quality Committee	<b>(2002-2006)</b>	<b>Chelsea, MI</b>

## MILITARY SERVICE

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**US NAVY HOSPITAL CORPSMAN SECOND CLASS PETTY OFFICER** (1970 – 1974)

Naval Training Center, Great Lakes Illinois, Hospital Corps School  
National Naval Medical Center, Bethesda Maryland, Haematology Oncology Clinic  
Naval Training Center, Bainbridge Maryland, Dispensary Clinical Laboratory  
Kirk Army Hospital, Aberdeen Proving Ground Maryland, Clinical Microbiology Laboratory

**NOREEN M. CREMIN**  
125 Airport Road  
Concord, New Hampshire 03301  
[ncremin@healthynh.com](mailto:ncremin@healthynh.com)  
(603) 415-4275

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**EXPERIENCE:**

Sept. 2011 – present

Program and Grants Manager – Full Time

***Foundation for Healthy Communities, 125 Airport Road, Concord, NH***

Assists in the preparation of grant and contract proposals, tracks status of pending and awarded grants, and assists with project reports. Responsible for monitoring active funds for budgetary compliance, preparing financial statements and drafting detailed budgets.

Jan. 2007 – March 2011

Office Manager – Full Time

***New Futures, Inc., 10 Ferry Street, Suite 307, Concord, NH***

Successfully managed office systems and support staff, vendors, coordinated employee benefits and human resources. Responsible for agency budget development and monthly oversight, fiscal management of accounts, payroll processing, website management, computer and server maintenance, monthly electronic newsletter, and balanced scorecard software updating. Coordinated yearly audits and tax documents. Responsible for grant related reports and financial documentation. Continued with many of the responsibilities listed in previous position.

Aug. 2001 – Dec. 2006

Program Support Associate – Full Time

***New Futures, Inc., 10 Ferry Street, Suite 307, Concord, NH***

Provided full administrative support for New Futures staff as well as the Community Leadership Initiative Program. Developed and implemented computer protocols, troubleshoot and maintain technology systems for main and satellite office. Provided Human Resource support, tracking benefits and payroll. Established protocol and maintain multiple databases of contacts for mass mailings, formatted PowerPoint presentations and handouts, tracked inventory of resource materials, and planned and organized events and meetings.

Jan. 1995 – June 2001

Administrative Assistant – Full Time

***Casey Family Services, New Hampshire Division – Concord, NH***

Provided full administrative support for 11 individuals, including word processing, maintaining client records, entering data, scheduling meetings, dictation, research on the Internet, answer multi-line phone, inventory control and office product ordering. Responsible for creating and maintaining master mailing list for mass mailings, annual releases and newsletter mailings in Access. Created a master forms book, filing system, maintain forms, and originated new forms on computer. Presented a workshop on computers and the Internet during agency wide biennial Foster Parent Conference in Boston, Massachusetts.

Jan. 1994 – Jan. 1995

Office Manager – Full Time

***Community Chiropractic & Wellness Center, Concord, NH***

Provided administrative support, assisted patients with therapy, explained to new patients the philosophy and process of chiropractic care, scheduled appointments, generated correspondence as necessary, processed billing for insurance, and filing of patient records.

May 1990 – Nov. 1993

Program Manager – Full Time

***Residential Resources, Inc., Salem, NH***

Certification and licensing of home according to state DMH/DS regulations and other related administrative duties. Responsible for the fiscal management of the house budget of \$300,000.00. Evaluations, supervision and hiring of staff of 20. Liaison for agency between resident, family and ancillary services. Responsible for quality implementation, review of resident ISPs. Implemented and familiar with behavior modification programs/theory. Interim Manager for a second program for a period of four months, twice, April – July 1992 and June – September 1993. Involved in program downsizing from two staffed apartments to two ISO models. Managed in house Day Program. Available by beeper 24 hours a day providing crisis management/support to staff and program. Also continued with many of the responsibilities held as Residential Educator whenever working relief/direct care (see job description below).

Oct. 1989 – May 1990

Residential Educator – Full Time

***Residential Resources, Inc., Salem, NH***

Assisted developmentally disabled adults with daily living skills in community based group home. Development and implementation of client ISPs, recording of progress notes, log, data instructional programs and administering of medication. Rotated “on call” crisis scheduling, problem solving/analyzing, providing back up to staff and managing house funds.

**EDUCATION:**

**Bachelor of Science, Accounting**

**Capella University**

Currently enrolled, credits transferred from UNH.

**Bachelor of Arts, Psychology**

**Minor: Education**

*(Status – Senior level, 4 courses shy of completion)*

University of New Hampshire, Durham, NH

**SOFTWARE USED:**

Microsoft Office Professional, QuickBooks, Visio, Mozilla Firefox and Internet Explorer, Balanced Scorecard Software

**QUALIFICATIONS:**

Trainings on Microsoft Office –

(Word, Excel, Access, PowerPoint, Publisher)

LEAN training

QuickBooks Training

Nonprofit Management Training Troubleshooting

& Maintaining PCs Supervision/Management

Training in specific areas Notary Public,

Commission expires 6/5/2018