## Legislative Commission on the Interdisciplinary Primary Care Workforce

May 26, 2022 2:00-4:00pm – UNH Law School, 2 White Street, Concord, NH 03301 – Room 282

## Zoom and Call in information:

#### Join Zoom Meeting

https://nh-dhhs.zoom.us/j/81369480876?pwd=c4rAsHO6W3yJx0An\_Uek-TN4IYIOjB.1

Meeting ID: 813 6948 0876 Passcode: 314417

Dial \*6 to mute or unmute if you connect by phone

## <u>Agenda</u>

- 2:00 2:10 Attendance & Introductions
- 2:10 2:30 **Trauma-Informed Care in Pediatrics** Felicity Bernard, NH Pediatric Improvement Partnership (NHPIP)
- 2:30 3:00 Update on Psychiatric Nurse Practitioner Training Program - Deb Fournier, APRN, Advanced Practice Provider Lead, Dartmouth Health/New Hampshire Hospital
- 3:00 3:15 Update on Loan Repayment (SLRP & NHSC) Alisa Druzba
- 3:15 3:45 **Round Robin on Future Topics -** Group discussion
- 3:45 4:00 Legislative & Updates Group discussion
  - 4:00 Adjourn

Next meeting: Thursday June 23, 2022 2:00-4:00pm - UNH Law School, 2 White Street, Concord, NH 03301 – Room 282

### **State of New Hampshire** COMMISSION ON THE INTERDISCIPLINARY PRIMARY CARE WORKFORCE

#### DATE: May 26, 2022 TIME: 2:00 - 4:00pm

LOCATION: UNH Law School, 2 White Street, Concord, NH 03301 – Room 282 & Zoom Conferencing

#### **Meeting Notes**

#### **TO: Members of the Commission and Guests**

FROM: Amara Hartshorn

#### MEETING DATE: May 26, 2022

#### Members of the Commission:

Mary Bidgood-Wilson – Chair Alisa Druzba, Administrator, Rural Health and Primary Care Section - Vice-Chair Stephanie Pagliuca, Director, Bi-State Primary Care Association Mike Auerbach, Executive Director, New Hampshire Dental Society Cathleen Morrow, Geisel School of Medicine Jeanne Ryer, NH Citizens Health Initiative Lynn Stanley, NH Mental Health Coalition Jason Aziz, NH Insurance Department Pamela DiNapoli, Executive Director, NH Nurses Association Dianne Castrucci, NH Alcohol & Drug Abuse Counselors Association Laurie Harding, Upper Valley Community Nursing Project Trini Tellez, Healthcare Consultant **Guests:** Danielle Hernandez, Program Manager, Health Professions Data Center Christine Keenan, Administrative Director of Graduate Medical Education, PRH Tina Kenyon, NH Dartmouth Family Medicine Residency Geoff Vercauteren, Director of Workforce Development, Catholic Medical Center Katherine Shamel, Bi-State Primary Care Eve Klotz, Clinical Director, Northern Human Services (Retired) Sergio Zullich, White Mountain Family Medicine Residency Peter Mason, Medical Director, Headrest Marcy Doyle, UNH IHPP Debra Fournier, NH Hospital

## **Meeting Discussion:**

Attendance & Introductions
<b>Trauma-Informed Care in Pediatrics</b> – Felicity Bernard, NH Pediatric Improvement Partnership (NHPIP)
- Refer to the attached presentation, "Trauma-Informed Pediatric Primary Care."
<b>Update on Psychiatric Nurse Practitioner Training Program</b> - Deb Fournier, APRN, Advanced Practice Provider Lead, Dartmouth Health/New Hampshire Hospital
- Refer to the attached presentation, "Development of a Psychiatric Nurse Practitioner Training Program."
Update on Loan Repayment (SLRP & NHSC) – Alisa Druzba
- Refer to the attachment, "2022 State Loan Repayment Program Report."
Round Robin on Future Topics - Group discussion
Legislative & Updates- Group discussion
Adjourn



# Trauma-Informed Care in Pediatric Primary Care

Funding provided by the New Hampshire Children's Heath Foundation

NEW HAMPSHIRE CHILDREN'S HEALTH FOUNDATION



## Background

- Pandemic has increased family stress levels.
- Pediatric clinicians are a consistent and trusted source.
- Partnerships between pediatric primary care clinics and local community supports promotes family resilience.



## **Types of ACEs**





\* The child lives with a parent, caregiver, or other adult who experiences one or more of these challenges.

https://www.cdc.gov/violenceprevention/aces/resources.html#anchor\_1626996630

ACEs Can Increase Risk for Disease, Early Death, and Poor Social Outcomes



Research shows that **experiencing a higher number of ACEs** is associated with **many of the leading causes of death** like heart disease and cancer.



- Diabetes
- Obesity

https://www.cdc.gov/violenceprevention/aces/resources.html#anchor\_1626996630



# Positive Childhood Experiences

As a child, how often/how much did you....

- Feel able to talk to your family about ٠ your feelings
- Felt family stood by you during difficult ٠ times
- Enjoy participating in community ٠ traditions
- Feel a sense of belonging in school ٠
- Feel supported by friends ٠
- Have at least 2 non-parent adults who ۲ took genuine interest in you
- Feel safe and protected by an adult in ٠ your home



>70% less likely to have adult depression **PCEs** 

3.5 times more likely to have PCEs social/emotional support as an adult

> 50% less likely to have adult depression

\*above is true even accounting for ACEs

6-7

6-7

3-5

**PCEs** 



# Project Design

**Phase 1** July 2019 – April 2020

Increase knowledge about ACEs/trauma

 One-hour presentations in 12 practices

## Phase 2

March 2020 – Oct 2021

Plan & pilot QI process to address ACEs/trauma

- 6 mo planning phase
- 6 mo pilot phase of PDSA cycles

## Phase 3

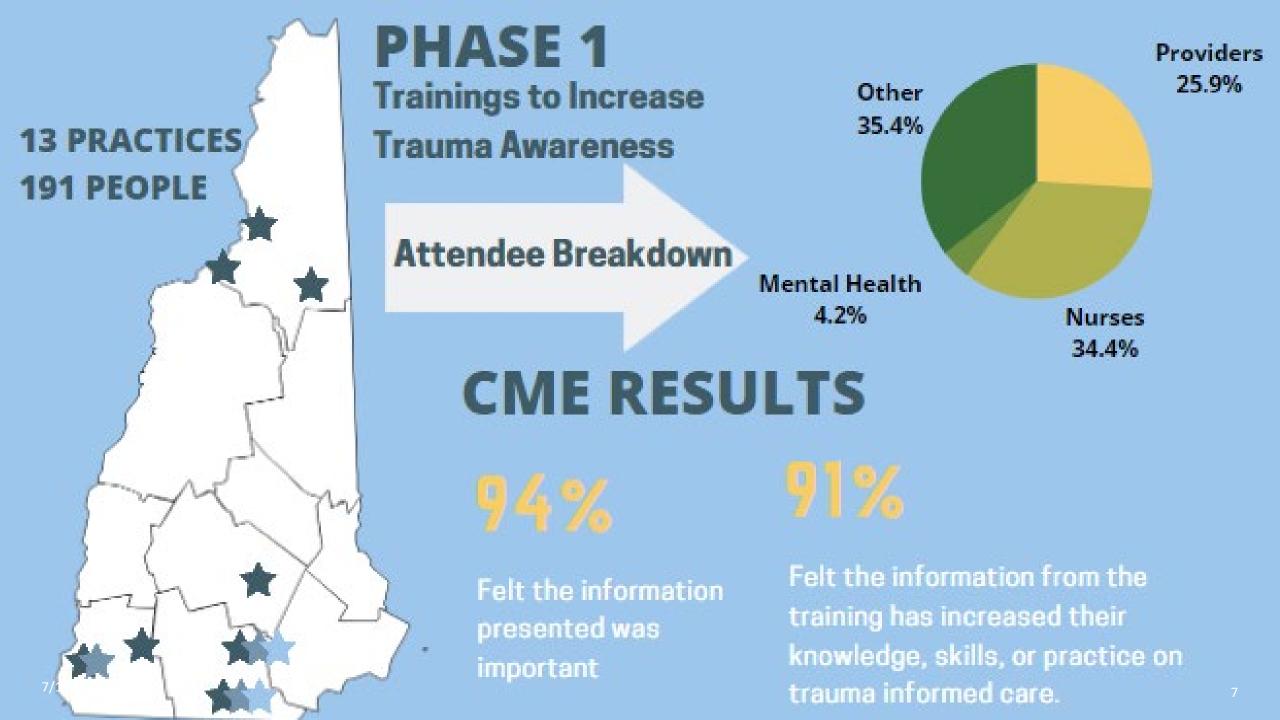
Aug 2021 – Jan 2022

Data analysis & reporting

- Updated tools
- Replication report
- Guidebook

New Funding Project Goals:

- Continued support for Cohort One practices
- Recruit & conduct a second cohort of practices
- Systems-level changes to support communities in addressing ACEs/trauma





"I didn't know you guys did all that stuff! I definitely have families I could have referred!"

- Pediatrician about local family resource center

20 community meetings

**Community Meetings** 

Improvements to:

- Clinician knowledge and confidence
- Workflow
- Communication strategies



## Cohort 1 – Qualitative Feedback

## **Provider Feedback**

- "The tools we are using give us important information that we would not have had before and are important in catching the trauma in people you wouldn't expect"
- "We will continue to use the registry we developed after the project has ended. It helps to track our high-risk families."
- "The number one eye opening experience about this whole thing is that we are learning about resources in the community that we have never known before. I have already started utilizing a lot of that...we have a lot more specific information that we can do on our end to help patients get connected to help."

## Patient feedback

• "I am super impressed that they are doing this (screening). They are cutting edge"

## A Guide to Trauma Informed Pediatric Primary Care

CITIZENS HETHLTH

Institute for Health Policy and Practice

FELICITY BERNARD, MA, LCMHC CORINA CHAO, BA

AUTHORS

HOLLY TUTKO, MS



## Practice Guide and Handbook

- Training and education around trauma and resiliency
- Defining current and future state
- Aids in decision making
- Recommendation for workflows
- Guidance for responding to positive scores
- Recommendations for capturing patient voice
- Encourages importance of individual and systems level self care
- Roadmap to replication

#### Improvement Approach to Childhood Adversity Screening in Primary Care: A Handbook

**Facilitating a Quality** 

2022



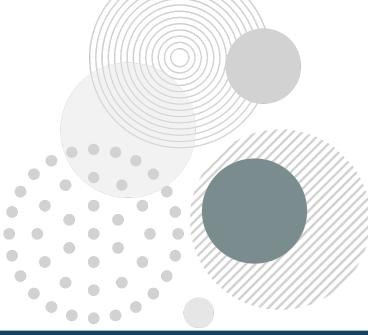


CORINA CHAO, BA HOLLY TUTKO, MS DELITHA WATTS, BS



## Lessons learned for practices to replicate

- Providers benefit from real world examples and hearing from others doing the work
- Making sense of screening tools with teams eliminates initial barriers
- Facilitating connections with community providers
- Don't assume providers know all available resources
- Flexibility is crucial
- Planning period to build clinic capacity is necessary



Now Available!
FREE FREE
On-Site or Virtual
() 1-hour each
CME/CNE/SW credits available
felicity.bernard@unh.edu

Trauma 101: to increase pediatric team

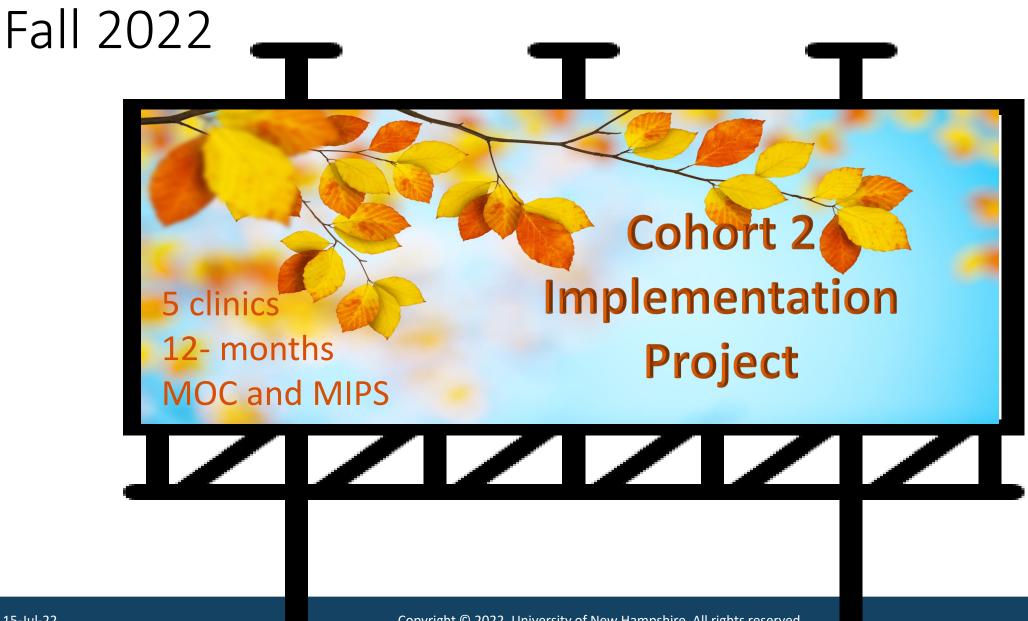
knowledge about trauma resilience Topics include :

- Physical and mental impact
- Fostering resilience
- Trauma –Informed Care best practices

Trauma 102: identifying and addressing common presentations of trauma in family systems. Topics include:

- Developing a culture and practice of resilience
- Common Manifestations
- Brief interventions (Case examples)
- Community partnerships







## **Additional Resources**

- <u>Healthy People 2030</u>
- ACEs and Resilience
  - Harvard Center for the Developing Child
  - Deepest Well: Nadine Burke Harris
  - ACES connection
  - ACEs Aware
- NHPIP
  - www.nhpip.org



## References

- Center on the Developing Child at Harvard University, In Brief: How Resilience is Built (Apr 22, 2015). <u>https://www.youtube.com/watch?v=xSf7pRpOgu8</u>
- Center for Disease Control and Prevention, Adverse Childhood Experiences Resources, Presentation Graphics (2021).<u>https://www.cdc.gov/violenceprevention/aces/resources.html</u> #anchor 1626996630
- Center for Healthcare Strategies (2019, August) Integrating Behavioral Health Into Primary Care. <u>https://www.chcs.org/media/PCI-Toolkit-BHI-Tool 090319.pdf</u>





# The Development of a Nurse Practitioner Training Program in Psychiatry

Deb Fournier, MHCDS, MSN, APRN PMHNP-BC, ANP-BC Laura Kelliher, MPP, MSN, APRN, CPNP-PC, PMHNP-BC

Legislative Commission on the Interdisciplinary Primary Care Workforce May 26, 2022

# What We Know...

- NH population is aging
- NH healthcare workforce is aging
- There is an unmet need for mental health services \*
  - Non-rural NH has three times as many APRNs with a mental health specialty than rural areas\*\*
- Opioid overdose deaths higher in NH than US average \*
- Suicide rate higher in NH than US average \*
  - Age adjusted 17.3 per 100,000 vs US: 13.9 per 100,000

- Access is a problem
  - Dept of Psychiatry at DHMC reports today that there is a 2-4 month wait for general psychiatry consultation depending on region and specialty
- Nurse Practitioners (APRNs) provide high quality, affordable care
  - No difference in quality of services in primary care compared to physicians
  - Same or better patient experience / satisfaction scores

- <u>https://cdn.ymaws.com/www.pacnp.org/resource/resmgr/imported/qualityofpractice.pdf</u>
  <u>https://www.npnow.com/nurse-practitioner-patient-satisfaction-and-outcomes/</u>

\*KFF Mental Health and Substance Use Fact Sheet

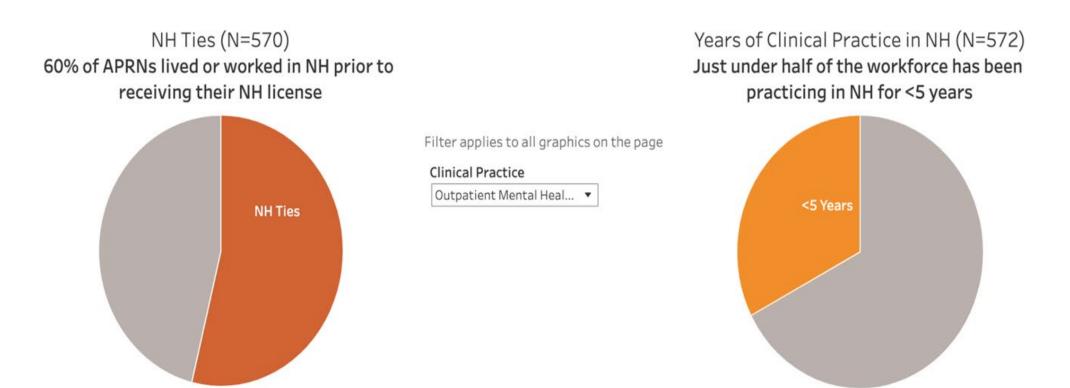
**\*\*Workforce Dashboard** 

https://pubmed.ncbi.nlm.nih.gov/32607075/

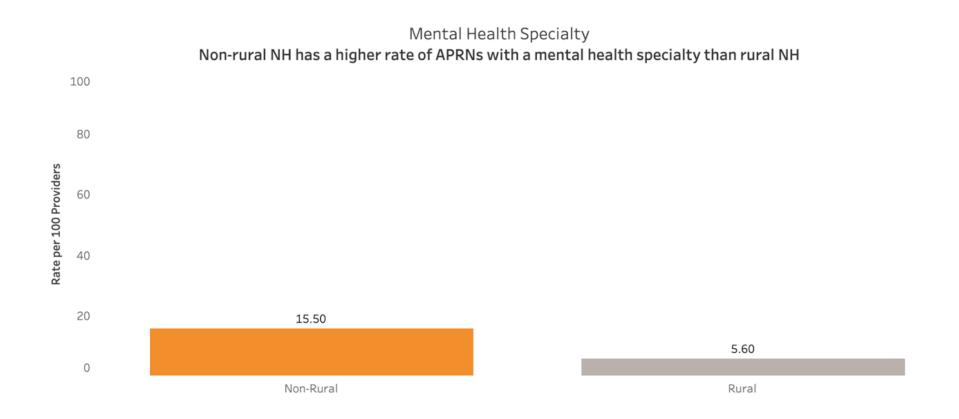
# **Psychiatric Nurse Practitioner Scope**

- Prescribe all psychotropic medication
  - Including clozapine (registry required)
  - Including controlled substances such as methylphenidate and lorazepam
  - Can be trained for Medication Assisted Treatment for Addiction
    - DEA-x , suboxone
- Independent Practice (no MD collaboration or documentation required)
  - Ordering tests, evaluations and services
  - Independent billing
    - All outpatient services
    - Procedures

## ... from the NH workforce dashboard



## MH care is more available in non-rural NH



# Dartmouth Health Department Of Psychiatry

- Committed to improving access to mental health care
- Investing in innovative strategies for workforce development
- Building nurse practitioner positions is a priority meet the mission of the department
  - Increasing number of NPs at NH Hospital
  - Increased part-time embedded pediatric psychiatric NP in Manchester to fulltime role, which has allowed new patients to be scheduled within 1-2 weeks of referral
  - Wait time for access to psychiatric care decreased from 4 months to less than 2 months after embedding a psychiatric nurse practitioner in to a primary care clinic

# Nurse Practitioners in Psychiatry

Dr William Torrey AJ Horvath Dr Julia Frew

**Outpatient Services** 

- General psychiatry clinic for adults and pediatrics
- Specialty clinics
  - OBGYN
  - Cancer Center
  - Addiction
  - Children with special needs
  - Pre-ECT H&Ps
- Embedded in Primary Care
  - New London
  - Newport
  - Concord
  - Manchester (pediatrics)

## **Inpatient Services**

- New Hampshire Hospital
  - Attendings
    - Leader of Treatment Team and Treatment Plan
       (2016) 4 FTE – (2022) >12 FTE
- Dartmouth-Hitchcock Medical Center
  - General consult service
  - Emergency Department

(2018) 3.5 FTE – (2022) 8.5 FTE

# Barriers to increasing APRN Workforce

- Recruitment
  - Geography
  - Psychosocial resources
  - Salary
- Retention
  - Professional development / advancement opportunities
  - Salary

Training opportunities are limited and of variable quality

Almost half of the APRN work force has less than 5 years of experience in practice

# Why focus on a NH training program?

- Workforce crisis hits close to home
- Unable to fulfill the mission of delivering high quality care where and when it is needed most when we have difficulty with
  - recruitment
  - retention
  - and internal access (services for employees and families)
- Frustrations with existing programs deter from entering the field
  - Students find own placements of variable quality
  - Preceptors unsupported and overburdened

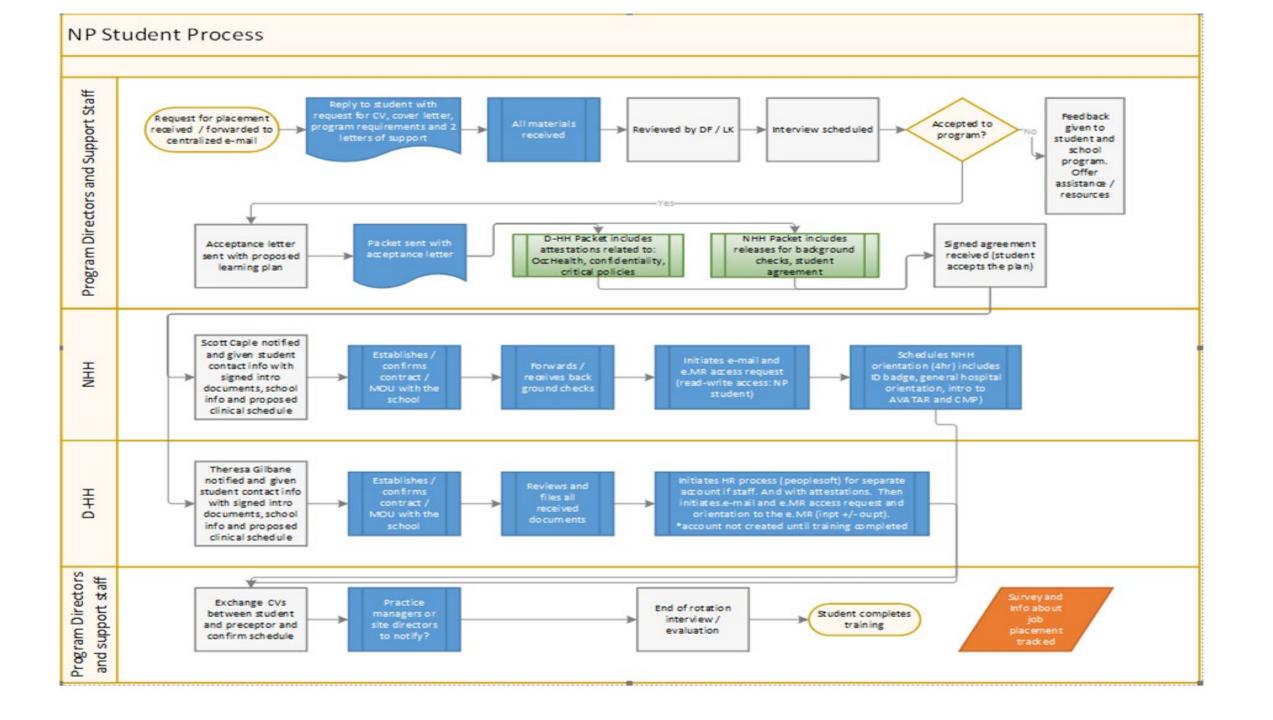
- DH has a strong group of existing PMHNPs
- Leadership supporting growth
- Resources and models for training programs
- Relationships with stakeholders

# Additional Value of this Training Program

- Enhancing interdisciplinary education for excellent future teams
- Building community of support and mentorship for new providers throughout the state
- Enhance collaboration and communication regarding patients moving through the continuum of needs or services

# Usual / Current State

- Within the DH system, all requests for clinical placements with an Advanced Practice Provider go through one person.
- They manage contracts with the schools and onboarding.
- Preceptors and students are responsible for all school requirements.
- In 2020, that office placed 59 APP students (NPs and PAs) throughout the entire DH system (for a total of 82 rotations)
- DH has now stopped accepting any requests other than from current employees.



# **Key Changes**

- Centralized intake for the department
- Clinical review of applicant (cover letter, CV, interview, references)
- Assessment of student skill, goals, and department's resources (preceptor skill, availability and work site)
- Coordination of logistics to reduce burden on student and preceptor
- Provide support and training to preceptors
- Build relationships with academic partners
- Develop system for continuous improvement and learning
- Build future community of providers and preceptors



The Dartmouth Health Psychiatric Nurse Practitioner Training Program provides diverse clinical practicum experiences to PMHNP students across several sites in New Hampshire.

Nurse practitioner students will be precepted by knowledgeable and experienced psychiatric nurse practitioners in both the inpatient and outpatient setting, caring for patients across the lifespan. Interested applicants should send their resume and a cover letter to: PsychiatryTraining@hitchcock.org

In your cover letter, please include the following information:

- The program you are currently enrolled in
- The approximate dates that you anticipate needing clinical placement and how many hours you need to complete
- The specific populations (pediatrics, adults, etc.) and settings (inpatient, outpatient, etc.) your program requires

## Dartmouth Health

Psychiatric Nurse Practitioner Training Program



### Who is Eligible?

PMHNP students who:

- Are currently enrolled in an accredited nurse practitioner program
- Have a current NH RN license
- Are driven, curious, and passionate about learning





### **Placement Sites**

- **Lebanon** adult psychiatry (including specialty outpatient clinics in OBGYN and oncology)
- **Newport**—embedded psychiatry in adult primary care
- **New London**—embedded psychiatry in adult primary care
- **Concord-**inpatient adult and geriatric psychiatry at New Hampshire Hospital, embedded psychiatry in adult primary care
- Manchester—embedded
  psychiatry in pediatric
  primary care

Dartmouth Health is home to the state's only academic medical center and is committed to the education of health care providers as part of their mission to provide the best care, in the right place, at the right time.

#### Benefits of Completing Your Clinical Practicum with Dartmouth-Hitchcock

- \* Clinical opportunities across the continuum of care
- Knowledgeable and experienced preceptors who are passionate about teaching
- A better understanding of the mental health system in NH, including where it intersects with the legal system
- On-site education opportunities, such as Psychiatry Grand Rounds and case conferences
- \* Opportunities to complete all three clinical practica within one health system
- Work within multidisciplinary teams and alongside other learners



#### **Frequently Asked Questions**

- 1. What is the application process? E-mail your resume and cover letter to PsychiatryTraining@hitchcock.org. Applicants who appear to be a good fit for the program will be contacted for an interview.
- 2. When should I apply? At least six months before your clinical term starts.
- 3. Can I request placement at a specific site? Placements will be assigned to offer the best clinical experience based on the individual's educational goals and needs.
- 4. If there is a special population I am interested in working with, could other opportunities at Dartmouth Health be explored? Yes, other opportunities may be available.
- Are there any clinical practicum opportunities in the evenings or on weekends?
   Limited opportunities may be available on the weekends, only at New Hampshire Hospital.
- 6. Do I have to commit to completing all of my clinical practica with
  Dartmouth Health?
  No.
- Do I have to be a NH resident? No. However, applicants who intend to work in NH after graduation will be prioritized.
- 8. Can your program meet all my practicum requirements?

We will try, but not always. Currently, we have limited pediatric placements and we do not have preceptors who provide traditional psychotherapy. Please be prepared to discuss your practicum requirements during your interview.

## **Training Advanced Practice Providers in Psychiatry**



## Why build a coordinated training program?

We are in the midst of a Behavioral Health workforce crisis. Recruitment during the pandemic revealed extraordinary variation in the quality of APP training programs. Preceptors were under-supported and facing burn-out. Students were independently seeking random placements to fulfill program requirements.

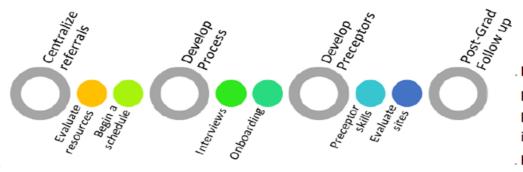
Our model aims to support students with coordinated placements in high quality clinical sites while supporting the professional development of our faculty. Understanding that providers often stay where they train, our mission is to build a regional network of high quality Psychiatric/Mental Health Nurse Practitioners.

In 2020 there were 7 nurse practitioner students within the Department of Psychiatry.

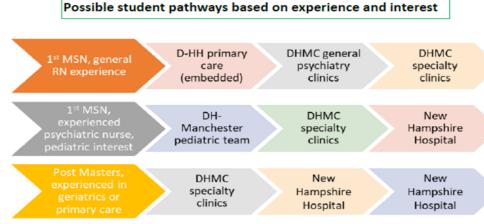
In 2022 we are supporting 24 students and 14 preceptors for an estimated 7500 training hours.



Deb Fournier, MHCDS, MSN, ANP-BC, PMHNP-BC, APRN Laura Kelliher, MA, MSN, CPNP-PC, PMHNP-BC, APRN



Throughout 2021, we engaged stakeholders to develop a standardized process to interview students, match them with appropriate learning environments and support preceptors to continue to teach while continuing to provide high quality health care services.



## For more information: PsychiatryTraining@hitchcock.org



#### **Placement Sites**

. Lebanon—outpatient pediatric psychiatry, outpatient adult psychiatry (including specialty clinics in OBGYN and oncology) . Newport—embedded

- psychiatry in adult primary care . New London—embedded psychiatry in adult primary care
- . Concord-inpatient adult and geriatric psychiatry at New Hampshire Hospital, embedded psychiatry in adult primary care

Manchester—embedded psychiatry in pediatric primary care

# What are we learning...

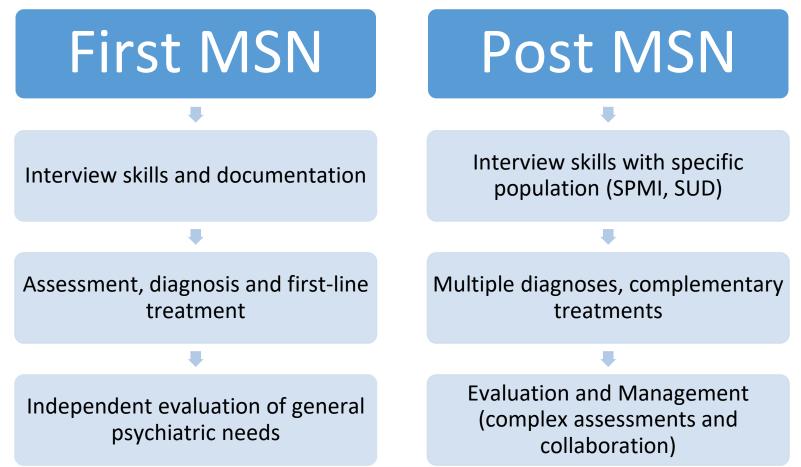
- NH Hospital is not an ideal placement for a MSN student early in their program
  - More appropriate for post-master's student or master's students in their last term
- It is important to balance exposure to different settings with need for opportunities for developing clinical skill (the value of "observation")
- The fewer academic affiliations, the better ability to strengthen the rotation opportunities
- PMHNP students get little to no guidance in choosing a program
- Unexpected changes in student schedules or resource availability contributes to preceptor burn-out

# As competition for placement is growing, we continue to assess for success

- Semi-structured interviews
- Experience in nursing
- Experience in psychiatry
- Previous education (undergrad / graduate)
- Intentions for practice
  - Inpatient
  - Outpatient
  - Special Populations
- Personality and Learning Style
- Commitment to New Hampshire

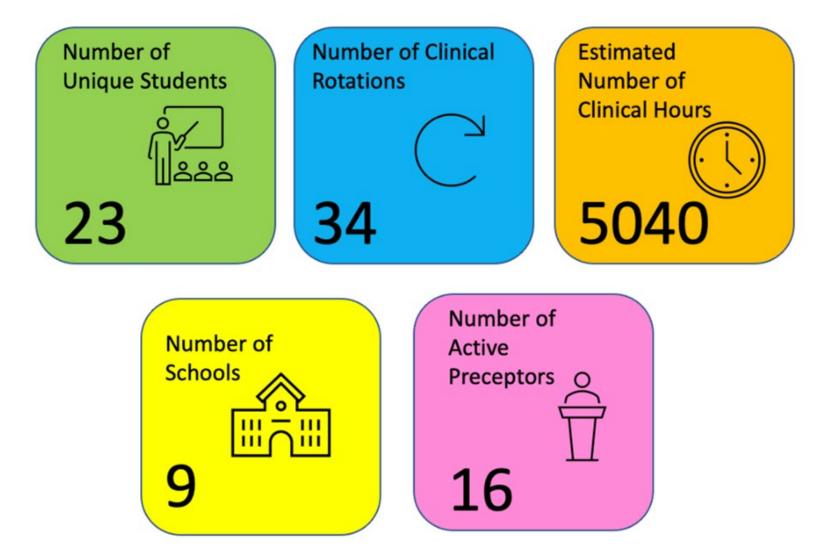
- Understand practice site
  - Workflow
  - Space
  - Team composition
- Professional goals +/- faculty aspirations or research
- Interest and commitment to teaching
- Teaching style and strengths
- Verbal and written communication skills

# Continuing to work with academic partners to clarify learning objectives



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INL	TRAINING	JUNE JULY AUG SEPT OCT NOV DEC JAN FEB MAR APR MAY JUNE	JUL
	SORRELL	SI23/22-7/15/22 Brink - 9h5/2012-12/242022 12/5/22-2/26/23	
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## Fiscal Year 2021-2022



# Alignment with NH Healthcare Workforce Strategic Plan

1.6 Create accessible and supportive training models for students and healthcare professionals

Our program offers

- flexibility for students to commit to clinical days compatible with their work schedules (1.6.1)
- centralized collection of PMHNP training opportunities within the DH system (1.6.2, 1.6.3)
- growth through collaboration with academic partners and additional trainings for preceptors (1.6.4)
- encouragement and future support for students to become future preceptors (1.6.7)

# Additional support within the Dept of Psychiatry

- Transition to model of APP leadership
  - streamline recruitment efforts
  - assess workflow and models of care for culture that supports our staff, working toward delivery of high quality care within safe and collaborative culture
  - incorporation of retention conversations to regular meetings
  - exploring career development, staff resiliency, and professional engagement
  - establishing mentorship support and group relationships
  - participate in organization conversations about scope, role and compensation

# In August, we shared these goals...

- Short Term Goals
  - Finalize brochure
  - Collaborate with school leaders
  - Finalize interview schedule
  - Develop evaluation tool and baseline metrics
  - Coordinate Fall, Winter and Spring placements
- Medium / Long Range Goals
  - Community Mental Health Rotation
  - Specific rotation in Substance Use Disorders and MAT
  - Preceptor / Mentorship training
  - Collaboration plan with academic stakeholders

# Status Report...

finalize brochure	delayed due to branding campaign. however poster presented at regional conference for additional exposure and invitation for feedback
collaborate with school coordinators	built process map for efficient management of placement requests. monthly meeting to review onboarding and orientations
finalize interview schedule	now on a rolling basis. working on design for deadlines for placement requests
develop evaluation tool and baseline metrics	completed. will continue to enhance evaluation tools and program based on feedback
coordinate Fall, Winter and Spring placements	now scheduling in to 2023
CMHC rotation	on hold. continue to focus on strengthening DH rotations. include priority for rural embedded care rotations
specific rotation for SUD and MAT	available for one day a week
preceptor training	established. monthly meetings. structured curriculum in progress
collaboration with academic stakeholders	monthly meetings with selected partners

## Additional ROI...

## In 2021

# 4 of the 7 full time PMHNPs at NHH trained within the DH system

# **Additional Next Steps**

- Working with Department Leadership on broader workforce issues (other licensed staff development and training)
- Department is seeking resources for administrative support
- Collaborating with Physician educators for additional opportunities for inter-professional education
- Focus group of ANP/FNPs currently in rural settings pursuing postmasters with goal of developing additional training resources and future positions to address access

Some identified barriers:

- > tuition reimbursement
- > scholarships
- access to quality placements
- support in current role for teaching (protected time reduces access and FFS income)
- additional support for continuing education for preceptors (retention strategies)

CURRENTLY SERVING			91
7/1/21-6/30/22-NEW		30	
7/1/21-6/30/22-CONTINUATIONS		5	
PROVIDER TYPES			
PRIMARY CARE	MD/DO		7
	APRN		11
	PA		3
	RN		2
BEHAVIORAL HEALTH	BHUS		10
	PSYCHNP		13
	PSYCHOLOGIST		1
	LICSW		9
	LCMHC		19
	MFT		2
	MLADC		5
	LADC		1
	DUAL-LICSW/MLAD	C	4
ORAL HEALTH	DMD		2
	RDH		2
RURAL/NON-RURAL	RURAL		36
	NON-RURAL		55

LOCATIONS (34)	AMMONOOSUC COMMUNITY HEALTH SERVICES
	AMOSKEAG HEALTH CENTER
	ASSOCIATES IN MEDICINE/VALLEY REGIONAL HOSPITAL
	BELMONT MEDICAL CENTER/CONCORD HOSPITAL-LACONIA
	CENTER FOR NEW BEGINNINGS
	CONWAY FAMILY DENTAL CARE (PPD)
	COOS COUNTY FAMILY HEALTH SERVICES
	DENTAL HEALTH WORKS OF CHESHIRE COUNTY
	DOORWAY AT CONCORD HOSPITAL-FRANKLIN
	DOORWAY AT WENTWORTH-DOUGLASS
	FAMILIES IN TRANSITION
	GREATER NASHUA MENTAL HEALTH
	HEADREST
	HEALTHFIRST
	JAFFREY FAMILY MEDICINE/MONADNOCK COMMUNITY HOSPITAL
	LACONIA CLINIC/CONCORD HOSPITAL-LACONIA
	LAKES REGION MENTAL HEALTH CENTER
	LAMPREY HEALTHCARE
	MANCHESTER COMMUNITY HEALTH CENTER
	MENTAL HEALTH CENTER OF GREATER MANCHESTER
	MID-STATE HEALTH CENTER

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MONADNOCK FAMILY SERVICES MOULTONBOROUGH FAMILY MEDICINE/HUGGINS HOSPITAL NEWPORT HEALTH CENTER NORTH COUNTRY PRIMARY CARE NORTHERN HUMAN SERVICES PLYMOUTH PEDIATRICS/SPEARE RIVERBEND SACO RIVER MEDICAL GROUP SEACOAST MENTAL HEALTH CENTER TAMWORTH/OSSIPEE FAMILY MEDICINE/HUGGINS HOSPITAL WEST CENTRAL BEHAVIORAL HEALTH WESTSIDE HEALTHCARE/CONCORD HOSPITAL-FRANKLIN WOLFEBORO FAMILY MEDICINE/HUGGINS HOSPITAL