



Public Hearing on  
Proposed Transaction Between  
Exeter Health Resources  
and Beth Israel Lahey Health

March 1, 2023



# WELCOME

Diane Murphy Quinlan

*Director of Charitable Trusts*

*NH Attorney General's Office*



# INTRODUCTIONS

Scott Spradling

*President, The Spradling Group*



*exeter health resources*  
The Art of Wellness

**Together As One**

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Core Physicians | Exeter Hospital | Rockingham VNA & Hospice

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# Exeter Health Resources and Beth Israel Lahey Health

Charitable Trusts Unit Public Forum

March 1, 2023

# Exeter Health Resources (EHR)

## *Our Shared Vision*

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**Together As One**

Core Physicians | Exeter Hospital | Rockingham VNA & Hospice

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- The shared vision of 2,400 plus employees of Exeter Hospital, Core Physicians and Rockingham Visiting Nurse Association and Hospice (RVNA & H) is to improve the health of the communities we serve in the Seacoast area of New Hampshire.

**We are an ASPIRATIONAL ORGANIZATION.**

**WE ASPIRE TO DO MORE IN CARING FOR OUR COMMUNITY.**

# Exeter Health Resources (EHR)

## *Our History, Mission and Commitment*

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- 125 year history of caring for and improving the health of the New Hampshire Seacoast community.
- Our goal is to ensure Exeter Health Resources continues its mission of providing healthcare services to continue to meet and exceed the healthcare needs of our community.
- Our responsibility is to ensure sustainability for our patients, community members and our staff.
- Our commitment is to focus on the shared mission of bringing greater access to care to patients and advancing the science practice of medicine through groundbreaking research and education.

# Exeter Health Resources (EHR)

## *An Affiliation Brings Many Benefits*

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- After undertaking a comprehensive and lengthy strategic review we have determined the affiliation with Beth Israel Lahey Health is the best means to ensure Exeter Hospital and its related entities will fulfill their collective aspirations serving the healthcare needs of the community now and for decades to come.
  1. Exeter as a destination center for advanced care in our community and invest in essential healthcare services.
  2. Resources of a financially stable health system.
  3. Cohesive and aligned cultures and values.
  4. The ability to retain and attract high performing staff.
  5. A shared vision for next generation healthcare that meets patients and their families in their community where they reside.

# Exeter Health Resources (EHR)

## *Key Aspects of the Affiliation*

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- Our Affiliation Agreement provides among many things:
  1. Continue a local Board of Trustees with a vital role in advancing healthcare services in the Seacoast.
  2. Beth Israel Lahey Health to invest over \$300 million in Exeter's facilities and clinical services which is also a direct investment in our community.
  3. Ensure continued access to health services including cardiovascular, cancer care, orthopedics and women's health in the local community and expanding mental health and substance use disorder services.
  4. Continue to build on a deep commitment of supporting our communities through community benefit programming (*currently in excess of \$116 million per year*) that enables access to important healthcare services.
  5. Continue investment in staff nurses, physicians, technicians and support staff



# Exeter Health Resources (EHR)

## *Concluding Thoughts*

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- The Board of Trustees through its deliberations concluded that the status quo is not an option for the future of our organization – or this community.
- If Exeter Health Resources does not evolve it cannot possibly meet the growing healthcare needs of the region – it cannot fulfill its aspirations to do more for you.
- The path of that necessary evolution compellingly leads to the proposed BILH affiliation.
- The Board of Trustees is confident that through the proposed affiliation with BILH, our organization and this community can look forward to a future in which our vibrant and comprehensive health system continues to thrive and be an active partner with the community working to meet its ever evolving healthcare needs. With continued investment in our people, nurses, physicians, technicians and support staff in an environment of chronic labor shortages – so we can take care of you.

# Exeter Health Resources and Beth Israel Lahey Health

Charitable Trusts Unit Public Forum

March 1, 2023



Beth Israel Lahey Health



**we will  
measure  
success by  
the difference  
we make  
in people's  
lives.**



Beth Israel Lahey Health

### An integrated healthcare system committed to:



Providing **extraordinary care** close to where our patients live and work



Investing in and **strengthening local and community-based care**



Advancing the science and practice of medicine by investing in **transformative research and education**



Working to **keep our patients healthy** and care for them **in their communities**



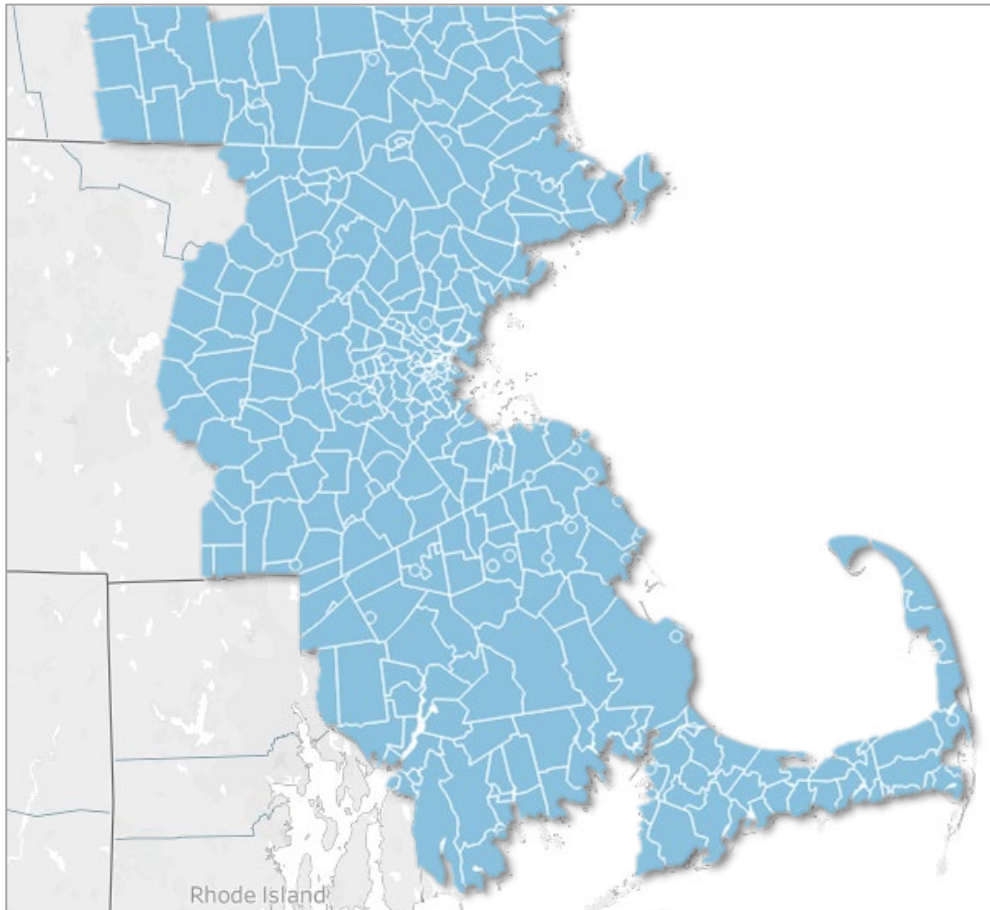
Embracing a new model of care that helps **contain rising healthcare costs**

# Beth Israel Lahey Health (BILH) System Overview



Beth Israel Lahey Health

## Beth Israel Lahey Health Service Area



Network	Hospitals	13
	Primary Care Locations	165
	Employees	37,000
	Operating Revenue	\$7.1 billion
	Community Benefits Investment	\$124 million
Patient Care	Patients	1.6 million
	Performance Network Covered Lives	492,090
	Performance Network Physicians	4,582
Research & Training	Doctors in Training	2,300
	Active Clinical Trials	2,776
	Research Funding	\$270 million





### Beth Israel Lahey Health Behavioral Services

*Personal, compassionate, state-of-the-art, integrated behavioral care that makes a difference in the lives of the people and communities we serve*

#### Inpatient

- Nearly 500 inpatient psychiatric and addiction beds within BILH
- 19 programs in 17 facilities
- Dedicated psychiatric specialty hospital (BayRidge)

#### Ambulatory

- 50 sites of behavioral health – primary care integration, with the goal of 100% of practices by 2024
- 14 outpatient mental health & substance use disorder programs

#### Community-Based

- Services Across 55 Communities
- 10 Emergency Departments
- 13 Police Departments
- Home-based, school-based, community outreach & peer services

# Beth Israel Lahey Health + Exeter Health Resources

## *What Are We Seeking to Accomplish Together?*



Beth Israel Lahey Health



- Long-standing history and strength in New Hampshire
- Clinical excellence supported by a well-aligned physician network
- Financial strength and sustainability
- Unwavering commitment to community and local care

- Unique balance of tertiary and community care
- Track record of growing community health systems
- Commitment to innovation and transformation in building towards healthcare of the future
- System and local governance designed to support an integrated system of care

**Together, we have an opportunity to establish Exeter as BILH's destination center in New Hampshire, backed by our shared values, complimentary and aligned cultures, and commitment to elevating the health and well-being of our communities**



## Concluding Thoughts

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- 1 Upon joining BILH, Exeter will be BILH's only health system in NH
- 2 BILH is highly community focused and Exeter will remain highly community focused
- 3 BILH successfully collaborated with regulators to design a system that increases access, sustainability, and helps contribute to managing health costs.
- 4 BILH is bringing significant new investment to NH through Exeter
- 5 Exeter will be a "first tier" organization – an equal voice



# Analysis of Proposed Transaction

Exeter Health Resources and Beth Israel Lahey Health

Public Hearing Presentation



Tyler Brannen, Senior Health Economist

March 1, 2023

# BerryDunn Analysis – Is the Potential Transaction Good for the Community?

- ▲ Exeter Health Resources (EHR)
  - Quality
  - Cost
- ▲ EHR Community Health Needs Assessment – 2019 and 2022
- ▲ EHR Community Benefits Report
- ▲ Beth Israel Lahey Health (BILH) plans for Exeter
- ▲ Advantages and challenges



# Exeter Hospital Community



# Leapfrog Hospital Patient Safety Grade - 2022

The screenshot shows the Leapfrog Hospital Patient Safety Grade website for Exeter Hospital. The browser address bar shows the URL: https://www.hospitalsafetygrade.org/h/exeter-hospital. The navigation bar includes links for "Join Our Mailing List", "Newsroom", and "Donate Now". The main navigation menu includes: "What is Patient Safety?", "Your Hospital's Safety Grade", "What You Can Do to Stay Safe", "For Hospitals", "Licensure & Permissions", and "About Our Movement". The Leapfrog Hospital Safety Grade logo is prominently displayed, along with the text "A program of THE LEAPFROGGROUP".

**This Hospital's Grade**

**Exeter Hospital**

5 Alumni Drive  
Exeter, NH 03833  
[Map and Directions](#)

[View this hospital's Leapfrog Hospital Survey Results](#)

**2022**  
**A**  
FALL 2022

**2021**  
**B** (Fall 2021) **B** (Spring 2021)

**2020**  
**B** (Fall 2020) **A** (Spring 2020)

**2019**  
**A** (Fall 2019) **B** (Spring 2019)

[Hide Recent Past Grades](#)

[More about past grades](#)

[Detailed table view](#)


Learn how to use the Leapfrog Hospital Safety Grade





# Leapfrog Hospital Patient Safety Grade - 2022


← → ↻ <https://www.hospitalsafetygrade.org/h/exeter-hospital> ☆


**Infections** ▾ **Problems with Surgery** **Safety Problems** ▾ **Practices to Prevent Errors** ▾ **Doctors, Nurses & Hospital Staff** ▾


  
Dangerous object left in patient's body


  
Surgical wound splits open

  
Not Available<sup>2</sup>  
Death from serious treatable complications

  
Blood leakage

  
Kidney injury after surgery

  
Serious breathing problem

  
Accidental cuts and tears

**This Hospital's Score:**  
0.000

**Best Hospital's Score:**  
0.000

**Average Hospital's Score:**  
0.02

**Worst Hospital's Score:**  
0.373

**Dangerous object left in patient's body**  
A surgeon can accidentally leave an object inside a patient's body during surgery. Most times the object is a surgical sponge, which can quickly get infected. This problem doesn't happen often, but if it does happen it can be extremely dangerous. Many patients become severely ill, disabled, or even die.

*This number represents the number of times dangerous objects were left inside patients for every 1,000 people discharged. [For details on sources, click here.](#)*

**What safer hospitals do:**  
The hospital team follows a strict procedure to count sponges and tools in the operating room. The hospital may use an electronic scanning system where each object is scanned before and after surgery to ensure they haven't left any objects inside the patient.



# Medicare Hospital Compare

← → ↻ <https://www.medicare.gov/care-compare/?providerType=Hospital> 110% ☆

An official website of the United States government [Here's how you know](#) [Cambiar a Español](#)

Medicare.gov Basics Health & Drug Plans Providers & Services Chat Log in

## Find & compare providers near you.

Not sure what type of provider you need?  
[Learn more about the types of providers.](#)

Welcome

Doctors & clinicians







### Find hospitals near me

Find and compare information about the quality of care at over 4,000 Medicare-certified hospitals, including over 130 Veterans Administration (VA) medical centers and over 50

Feedback









# Medicare Hospital Compare

<p>✕ Remove</p> <p><b>Exeter Hospital Inc</b> </p> <p>5 Alumni Drive Exeter, NH 03833</p> <p>(603) 778-7311</p> <p> Save to Favorites</p>	<p>✕ Remove</p> <p><b>Anna Jaques Hospital</b> </p> <p>25 Highland Avenue Newburyport, MA 01950</p> <p>(978) 463-1000</p> <p> Save to Favorites</p>	<p>✕ Remove</p> <p><b>Wentworth-Douglass...</b> </p> <p>789 Central Ave Dover, NH 03820</p> <p>(603) 740-2580</p> <p> Save to Favorites</p>
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HOSPITALS



Overview 

Distance from Exeter, NH	0.7 miles	11.9 miles	16.5 miles
Overall star rating			
Patient survey rating			

Feedback



# Medicare Hospital Compare

	Exeter Hospital Inc 	Anna Jaques Hospital 	Wentworth-Douglass Hospital 
	5 Alumni Drive Exeter, NH 03833	25 Highland Avenue Newburyport, MA 01950	789 Central Ave Dover, NH 03820
Patient survey rating			▼
Timely & effective care			▼
Complications & deaths			▼
Unplanned hospital visits			▼
Maternal health			▼
Psychiatric unit services			▼
Payment & value of care			▼

Feedback

Data last updated: January 25, 2023  
 To explore and download hospital data, [visit the data catalog on CMS.gov](#)  
 To explore data on ambulatory surgical centers (ASC), [visit the ASC data on CMS.gov](#)





# Medicare Hospital Compare

	<b>Exeter Hospital Inc</b>  5 Alumni Drive Exeter, NH 03833	<b>Anna Jaques Hospital</b>  25 Highland Avenue Newburyport, MA 01950	<b>Wentworth-Douglass Hospital</b>  789 Central Ave Dover, NH 03820
<b>Patients who reported that their nurses "Always" communicated well.</b>  National average: 79% NH average: 81%	81%	83%	83%
<b>Patients who reported that their doctors "Always" communicated well.</b>  National average: 80% NH average: 79%	81%	78%	81%
<b>Patients who reported that they "Always" received help as soon as they wanted.</b>	68%	65%	65%

Feedback

^ Back to Top



# Healthcare Costs

- ▲ Costs are relevant to the community regardless of insurance coverage
  - ▲ Upward pressure on health insurance premiums
  - ▲ Deductibles, coinsurance, copayments
  - ▲ Uninsured and underinsured
- ▲ Healthcare delivery influenced by payment methods
  - ▲ Fee for service vs. value-based care
- ▲ High prices may result in insurance network disruptions
- ▲ Cost avoidance can result in confusion and challenges for the patient

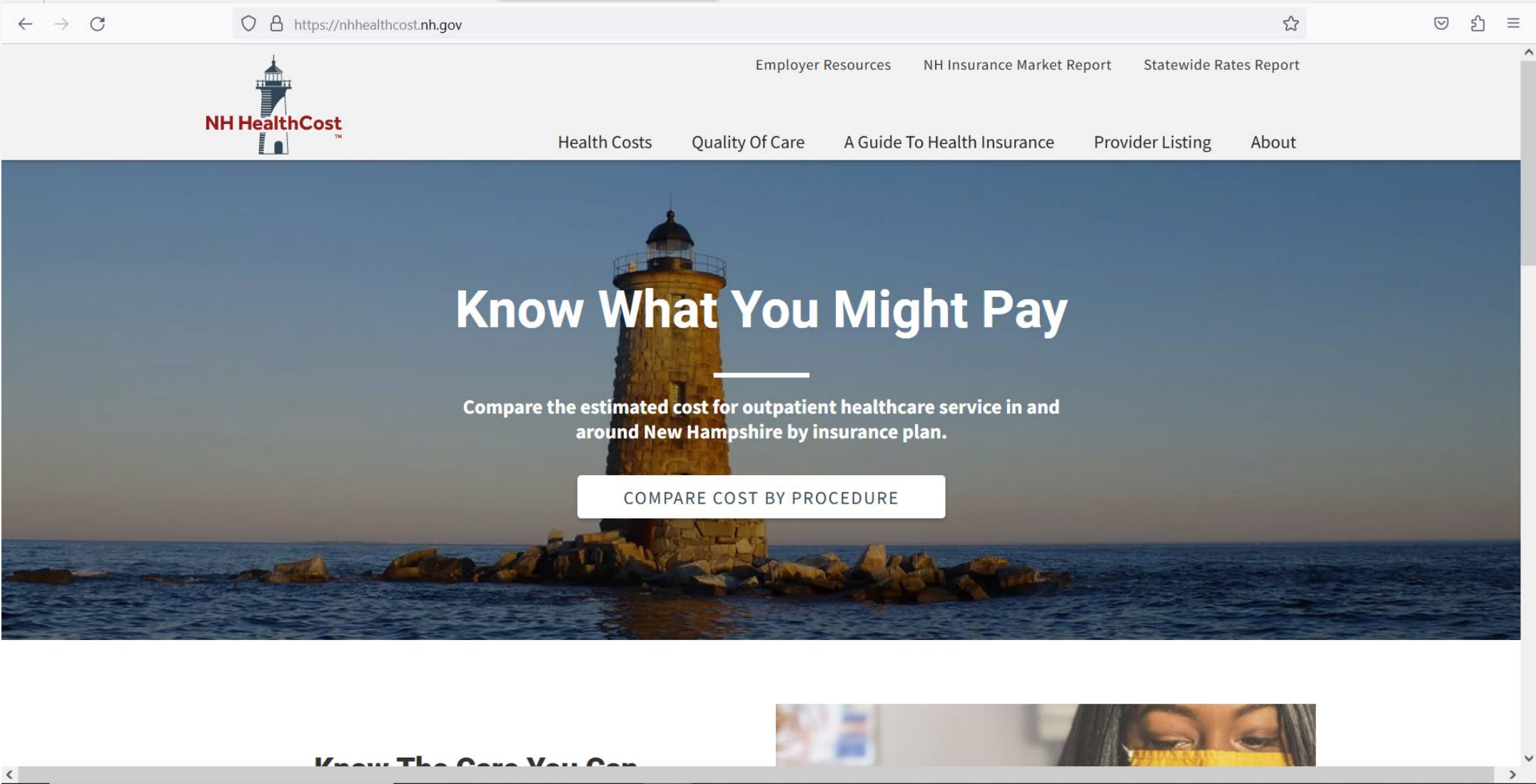


# Healthcare Costs – Opportunities

- ▲ Financial rewards for better health
- ▲ Population-based approaches
- ▲ Encouragement to provide appropriate levels of care without unnecessary services or harmful interventions
  - ▲ Patients more likely to be seen in the most appropriate healthcare setting
- ▲ Case-based or episode-type payment methods
  - ▲ Collaborative care models
- ▲ Good faith negotiations with health insurers and use of straightforward billing practices
- ▲ Appropriate financial assistance



# Public Website: nhhealthcost.nh.gov



# Public Website: nhhealthcost.nh.gov

The screenshot shows the NH HealthCost website interface. At the top, there is a navigation bar with links for "Employer Resources", "NH Insurance Market Report", and "Statewide Rates Report". Below this is a secondary navigation bar with "Health Costs", "Quality Of Care", "A Guide To Health Insurance", "Provider Listing", and "About". The main content area features a breadcrumb trail: "Home / Health Costs / Medical / Cost Estimates". The title of the page is "X-Ray of Chest, 2 Views" with a CPT Code of 71046. A descriptive paragraph explains that the procedure involves at least two X-ray views of the chest and nearby structures, with the cost estimate reflecting bundled services. A search panel on the right allows users to filter results by procedure name ("X-Ray of Chest, 2 Views"), insurance carrier ("I do not have medical insurance"), and distance from ZIP code 03833 (within 20 miles). A "SEARCH" button is located at the bottom of this panel. Below the search panel, there is a "Compare Selected" checkbox and a "Cost Data Source" link. At the bottom, a table displays the cost estimate for "Statewide Averages" as \$702. The table headers include "Provider Name", "Estimate of Procedure Cost", "Uninsured Discount", "What You Will Pay", and "Typical Patient Complexity".

Employer Resources    NH Insurance Market Report    Statewide Rates Report

NH HealthCost™

Health Costs    Quality Of Care    A Guide To Health Insurance    Provider Listing    About

Home / Health Costs / Medical / Cost Estimates

## X-Ray of Chest, 2 Views

CPT Code 71046

At least two X-ray views of the chest and nearby structures. This event consists of a number of health care services that often occur at the same time. The cost shown reflects the services provided bundled into one cost estimate.

Compare Selected ?

[Cost Data Source](#)

Provider Name	Estimate of Procedure Cost	Uninsured Discount	What You Will Pay	Typical Patient Complexity
\$ Statewide Averages	\$702			



# Public Website: nhhealthcost.nh.gov

Employer Resources   NH Insurance Market Report   Statewide Rates Report

**NH HealthCost**

Health Costs   Quality Of Care   A Guide To Health Insurance   Provider Listing   About

Provider Name	Estimate of Procedure Cost	Uninsured Discount	What You Will Pay	Typical Patient Complexity
<b>\$ Statewide Averages</b>	<b>\$702</b>			
<input type="checkbox"/> Exeter Hospital > Exeter, NH	\$754	60%	\$302	● Medium
<input type="checkbox"/> Convenient MD > Concord, NH	\$375	0%	\$375	● Medium
<input type="checkbox"/> ClearChoiceMD > Goffstown, NH	\$469	0%	\$469	● Medium
<input type="checkbox"/> Lahey Health > Burlington, MA	\$589	0%	\$589	● Medium
<input type="checkbox"/> Anna Jaques Hospital > Newburyport, MA	\$611	0%	\$611	● Medium
<input type="checkbox"/> Southern New Hampshire Radiology Consultants > Bedford, NH	\$633	0%	\$633	● Medium



# Public Website: nhhealthcost.nh.gov

The screenshot shows a web browser window with the URL [https://nhhealthcost.nh.gov/costs/medical/result/x-ray-of-chest-2-views?carrier=3&plan\\_type=2&zip=03833&distance=20](https://nhhealthcost.nh.gov/costs/medical/result/x-ray-of-chest-2-views?carrier=3&plan_type=2&zip=03833&distance=20). The page features the NH HealthCost logo and navigation links for Employer Resources, NH Insurance Market Report, Statewide Rates Report, Health Costs, Quality Of Care, A Guide To Health Insurance, Provider Listing, and About.

The breadcrumb trail is: [Home](#) / [Health Costs](#) / [Medical](#) / [Cost Estimates](#)

## X-Ray of Chest, 2 Views

CPT Code 71046

At least two X-ray views of the chest and nearby structures. This event consists of a number of health care services that often occur at the same time. The cost shown reflects the services provided bundled into one cost estimate.

Compare Selected [?](#)

[Cost Data Source](#)

**SEARCH AGAIN**

Medical Procedures

Procedure Name  
X-Ray of Chest, 2 Views

Insurance Carrier [?](#) \*  
Anthem - NH

Plan Type [?](#)  
Group (employer) Medical Plans

Filter Results By Distance  
03833 + Within 20 Miles

Actual driving distances may vary

**SEARCH**

Provider Name	Estimate of Procedure Cost	Precision of the Cost Estimate	Typical Patient Complexity
\$ Statewide Averages	\$365		



# Public Website: nhhealthcost.nh.gov

The screenshot shows a web browser window with the URL [https://nhhealthcost.nh.gov/costs/medical/result/x-ray-of-chest-2-views?carrier=3&plan\\_type=2&zip=03833&distance=20](https://nhhealthcost.nh.gov/costs/medical/result/x-ray-of-chest-2-views?carrier=3&plan_type=2&zip=03833&distance=20). The page features the NH HealthCost logo and navigation links for Employer Resources, NH Insurance Market Report, Statewide Rates Report, Health Costs, Quality Of Care, A Guide To Health Insurance, Provider Listing, and About.

Provider Name	Estimate of Procedure Cost	Precision of the Cost Estimate	Typical Patient Complexity
<b>\$ Statewide Averages</b>	<b>\$365</b>		
<input type="checkbox"/> Parkland Medical Center > Derry, NH	\$229	▲ High	● Medium
<input type="checkbox"/> ClearChoiceMD > Goffstown, NH	\$273	▲ High	● Medium
<input type="checkbox"/> Lahey Health > Burlington, MA	\$297	● Medium	● Medium
<input type="checkbox"/> Southern New Hampshire Radiology Consultants > Bedford, NH	\$301	▼ Very Low	● Medium
<input type="checkbox"/> Seacoast Radiology > Dover, NH	\$357	▼ Low	● Medium
<input type="checkbox"/> Exeter Hospital > Exeter, NH	\$389	● Medium	● Medium





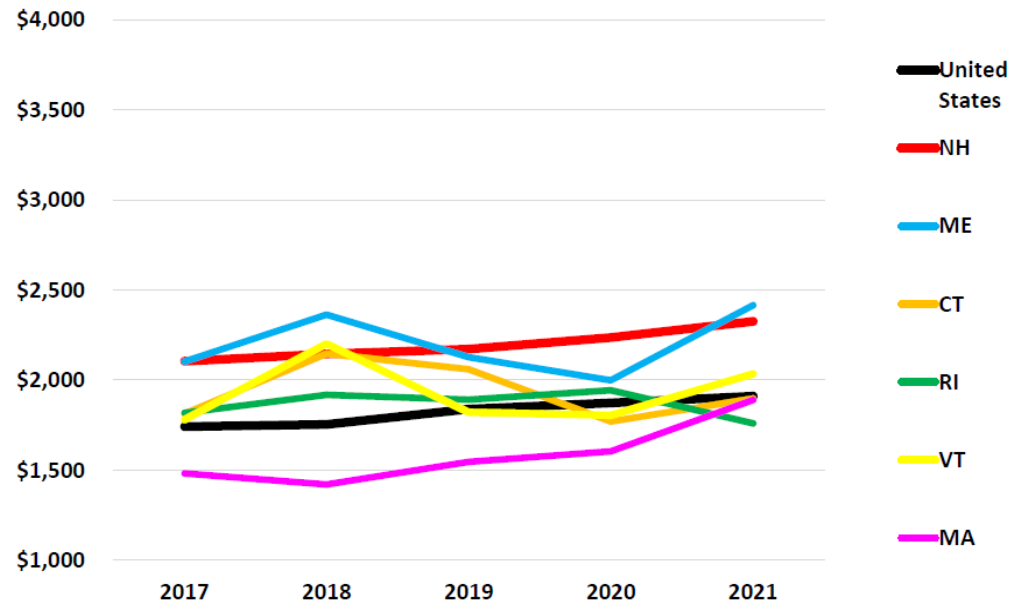
# New Hampshire Insurance Department Report - 2021

## OVERVIEW OF MARKETS AND NATIONAL COMPARISONS

This information is from the Medical Expenditure Panel Survey (MEPS) data. New Hampshire's average deductible was fairly constant between 2017 and 2019 and then increased slightly in 2020 and again in 2021. New Hampshire and Maine have the highest average deductibles in the Large Group Market compared to the other New England states. There is less variability in average deductibles by state in the Large Group Market compared to the Small Group Market and the variability in the Large Group Market decreased in 2019, 2020 and 2021 compared to 2018. In 2018, there was a 66% difference when comparing the highest to lowest New England states compared to

New Hampshire's Large Group Market average deductible was higher than the United States average by approximately 22% in 2021. There continues to be much less variability in the average deductible by state in the Large Group Market compared to the Small Group Market.

Large Group Market Average Single Deductible



Source: Medical Expenditure Panel Survey (MEPS); <https://meps.ahrq.gov/mepsweb/index.jsp>.  
Table II.F.2 Average individual deductible (in dollars) per employee enrolled with single coverage in a health insurance plan that had



# Linking Community Needs, Benefits, and Opportunities

- ▲ EHR community needs assessments
- ▲ EHR community benefits report
- ▲ BILH/EHR opportunities



# EHR Community Health Needs Assessment – 2019 and 2022

- ▲ Substance use disorder and mental health services remain significant concerns for Seacoast residents
- ▲ People cannot afford preventative care and delay appointments, and need timely access to primary and specialty care providers
- ▲ Transportation remains both a health need priority and a barrier to care, most prominently for older adults and disabled community members
- ▲ Additional forum discussion themes:
  - Need for specialized geriatric care
  - Suicide prevention
  - Affordable housing
  - Cost of dental services
  - Cost of insurance premiums, deductibles, and issues with the affordability of prescription drugs



# Exeter Hospital Community Benefits Report – 2021, 2022

## ▲ Issues identified and benefits provided

- Financial barriers to care
  - Charity care through Exeter Hospital and Core Physicians charity care policies, services provided below cost
- Mental health and substance use treatment needs
  - Cash donations, subsidized services, funding of education in support of Youth Suicide initiative, initiating internal opioid task force, expansion of support services with Seacoast Mental Health



# Exeter Hospital Community Benefits Report – 2021, 2022

## ▲ Issue identified and benefits provided:

- Aging Population / Senior Services

- Grants to Rockingham Meals on Wheels, Community Toolbox, Society of St. Vincent de Paul

- Transportation Services

- Hospital supported subsidized transportation program via taxi voucher program, support for Lamprey Health Care transportation services, Transportation Assistance for Seacoast Citizens (TASC) taxi voucher program with Seacoast Community Mental Health



# BILH/EHR Identified Growth Opportunities

- ▲ Cardiology, vascular surgery, general surgery, gastroenterology, oncology, and orthopedics
- ▲ Primary care, behavioral health, substance use treatment, and pediatrics
  - Primary care extended office hours and allow more walk-ins
  - Licensed Clinical Social Workers in primary care offices
  - Collaborative Care Model
- ▲ Service lines with staff recruitment challenges
- ▲ Cooperation with partner organizations essential
  - Seacoast Mental Health Center, Lamprey Health Care



# Expectations for Addressing Community Needs

- ▲ Access to high quality primary/specialty care
- ▲ Coordination with partners and building on existing relationships with community health centers
  - Use of collaborative care model and clinical social workers
  - Virtual treatment
  - Obstetrical services
  - Elder care, including post-acute care
  - Sharing of clinical resources within BILH entities



# Expectations for Addressing Community Needs

## ▲ Considerations for cost

- Address barriers to health care based on cost
  - Manage administrative costs efficiently
- Good faith negotiations with health insurers and market competitive prices
- Use of alternative or value-based care payment models
- Support of transparency efforts
- Appropriate financial assistance policies





# Key Expectations with the Proposed Transaction

- ▲ Clinical affiliations – extend and maintain existing relationships
- ▲ Administrative economies of scale and shared clinical resources
  - Joint purchasing
  - Clinical expertise/innovations
  - Support transition toward population health management/value-based care
  - Patient safety programs, technology, data, analytics, and best practices
- ▲ Maintenance of existing facilities, services, and programs
- ▲ Commitment to employees for 24 months



# Affiliation Considerations

- ▲ Exeter Hospital/EHR has weathered the pandemic well
- ▲ Quality and patient safety indicators are generally positive
- ▲ Favorable local environment for a small hospital, but organizational limitations and unmet community needs have been identified
- ▲ BILH proposal is responsive to many of the identified needs of EHR and Exeter, and BILH is well positioned to provide a favorable transition
- ▲ An effective health system strategy needs to balance availability of high-quality local services, increasing costs, and the need for more complex specialty care



# Affiliation Considerations

- ▲ Details associated with expansion of services are not well defined
  - Will the financial model work?
- ▲ Exeter community needs are typical for New Hampshire, and practical barriers exist to implementing the proposed changes
- ▲ Opportunities for administrative economies of scale and shared clinical resources exist, but health care prices are unlikely to be lower
- ▲ Some local control will be lost



Thank you!

**Tyler Brannen**

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[berrydunn.com](http://berrydunn.com)



# Q&A

Scott Spradling

*President, The Spradling Group*



# Q&A Ground Rules

Questioners: Please state your question or comment in less than 2 minutes and refrain from personal attacks

Responders: Please state your response in less than 3 ½ minutes



## Comments May Be Submitted to the Director of Charitable Trusts

### Mail:

Director of Charitable Trusts  
NH Department of Justice  
33 Capitol Street  
Concord, NH 03301

### Email:

[CharitableTrustsUnit@doj.nh.gov](mailto:CharitableTrustsUnit@doj.nh.gov)

More information about the proposed transaction is available at [www.doj.nh.gov/charitable-trusts/](http://www.doj.nh.gov/charitable-trusts/)