

# MEMORANDUM

**TO:** All Staff  
**FROM:** Kevin Callahan, President & CEO  
**RE:** Affiliation with Wentworth-Douglass and Massachusetts General Hospitals  
**DATE:** May 15, 2018

Exeter Health Resources and its operating affiliates (Exeter Hospital, Core Physicians, and Rockingham VNA & Hospice), Massachusetts General Hospital, and Wentworth-Douglass Hospital are proud to announce they have signed a letter of intent to explore opportunities to develop a new, regional network to collaboratively deliver health care within the Seacoast Region. A new regional non-profit corporation will be developed that serves as the parent to Exeter Health Resources and Wentworth-Douglass, and the new corporation will be a subsidiary of Mass General.

The collaboration will create an opportunity to enhance the care we provide to our separate communities by creating a combined, regional delivery network. Wentworth-Douglass joined the Massachusetts General Hospital family in early 2017.

As part of the due diligence process, the organizations will be looking at ways to align resources and support a shared vision of strengthening, enhancing, and growing clinical programs and services to best meet the needs of the Seacoast community while providing care in a cost-effective, coordinated, and sustainable manner.

## NEXT STEPS/TIMELINE

Our next step is to start the process of due diligence and, assuming successful completion, the organizations will negotiate and collaborate in the development of a definitive agreement. We expect the entire process, including due diligence and regulatory review, to take at least 15 to 18 months to complete. Over the next several months we will hold both internal and external forums during which staff/volunteers and community residents will be invited to ask questions and learn more about our vision. During the forums, members of the executive team, including myself, will be available to answer questions to the best of our ability. The schedule for upcoming staff forums is below:

DAY/DATE	TIME	LOCATION
Tuesday, 5/22	7:30am	Hospital north conference rooms
Wednesday, 5/23	8:00am	Hospital north conference rooms
Monday, 6/18	8:30am	Hospital north conference rooms
Monday, 6/18	3:30pm	4 Alumni Drive
Tuesday, 6/19	7:30am	Hospital north conference rooms

## BACKGROUND

Since joining the Massachusetts General Hospital organization in early 2017, Wentworth-Douglass Hospital has benefitted greatly. Mass General and Wentworth-Douglass have created new, clinical programs for the community, and have realized savings in supply chain, equipment purchases, and pharmaceutical costs. They are now working to implement the EPIC electronic medical record system and move to a shared business support computer system as a means of creating more seamless patient care processes and experiences.

We believe joining with Wentworth-Douglass Hospital and Mass General to form a new, regional health care delivery network will create the opportunity to collaborate and coordinate services across our two separate and unique communities. This unique model will give the Exeter community the strength of a deeper affiliation with the world-renowned, sophisticated care at Mass General, while grounding it in a new, NH-based health care network composed of two of the state's leading community-based health systems. Further, we believe the new regional network will better allow Exeter and Wentworth-Douglass to continue to be successful.

## **BACKGROUND continued**

Exeter sought to join a larger organization for the following reasons:

- *To improve efficiencies in our operations*
- *To grow services we provide to our patients*
- *To leverage innovation that is needed to meet the future health care needs of New Hampshire*
- *And to recruit and retain high quality providers, clinicians and support staff*

Through collaboration with another leading, New Hampshire- based community health system and a leading medical center, our patients will enjoy seamless entry to a full spectrum of world class care.

We believe the similarities we share with Wentworth-Douglass Hospital in terms of values, high levels of clinical performance, and a focus on caring for our communities in the Seacoast Region makes them an outstanding partner. Having Massachusetts General Hospital serving as the new network's corporate parent will further enhance the affiliation by offering leading research, sophisticated specialty care, and stability to our successful health care delivery systems.

We have spoken for a number of years about the challenges independent health systems of our size encounter every day with the economies of scale in staffing, key employee risk, and our challenge to bring the latest technology to our communities in an economically efficient way. We believe this combination will assist us with these challenges.

Similarly, creating this new regional health care network will make us more stable and allow us to provide and grow a variety of inpatient and outpatient services necessary for the residents of the Seacoast Region. Collectively, both Exeter and Wentworth-Douglass will be well-positioned to proactively address the changes we are facing in the local, regional, and national health care landscape.

## **IN CONCLUSION**

As we go through the lengthy due diligence and regulatory process, there will be an extended period of time during which we may not have the complete answers to all of your questions. I appreciate uncertainty is uncomfortable, but hope that you will trust that our Board of Trustees and our executive leadership team has undertaken great diligence to make this decision to affiliate with Wentworth-Douglass and Massachusetts General Hospitals.

If you have questions or concerns, I encourage you to attend the Staff Open Forums where those can be addressed, and to learn more about our shared vision. Additionally, you may submit questions via the feedback tool available from the home page of *The Pulse*. Finally, you may also speak directly with your divisional vice president.

*I would like to also remind all staff that if any inquiries from the media must be directed to our Community Relations team via our Media Hotline, at 580-6642.*

I look forward to your continuing good work on behalf of our patients and your support as we move into the future.