

APPENDIX P

Statement of HealthFirst Regarding Furtherance of HealthFirst Mission Post-Operations Transfer

STATEMENT OF ACQUIRER

I, Russell G. Keene, exclusively in my capacity as the President and Chief Executive Officer of HealthFirst Family Care Center, Inc. (“HealthFirst”), and on behalf of the Board of Trustees of HealthFirst (“Board”) pursuant to authority granted by the Board in resolutions dated April 4, 2023, provide this statement in accordance New Hampshire RSA 7:19-b, III, in connection with the proposed leasing and operations transfer transaction (the “Transaction”) with Mascoma Community Healthcare, Inc. (“Mascoma”) by which HealthFirst will (1) lease the medical facility owned and occupied by Mascoma, (2) lease the medical equipment used by Mascoma, and (3) commence HealthFirst operations at Mascoma’s medical facility in accordance with the terms and conditions of a Lease Agreement, Equipment Lease Agreement, and Operations Transfer Agreement (collectively, the “Agreements”), as follows:

1. HealthFirst is a Federally Qualified Health Center (“FQHC”) that provides comprehensive primary care, behavioral health, substance abuse treatment, women’s health, dental and other related healthcare services to patients in and around Laconia and Franklin, New Hampshire.

2. Mascoma is a health center located in Canaan, New Hampshire that provides primary care and related health care services to patients in and around the Mascoma Valley including the towns of Canaan, Dorchester, Enfield, Grafton, and Orange.

3. Mascoma’s tripartite mission is to:

- a. Operate a health center that will be designed, managed, and supported by the communities it represents;
- b. Serve the health needs of the Mascoma Valley; and
- c. Provide affordable healthcare regardless of insurance status and based on ability to pay.

4. In recent years, Mascoma has experienced financial struggles caused by several factors including, but not limited to, not being awarded a federal grant, the COVID-19 pandemic, and low reimbursement rates. Due to these struggles, in 2019 Mascoma began searching for a potential partner in hopes of finding an organization that can carry on its charitable mission while at the same allow Mascoma to continue to satisfy its debt obligations.

5. Mascoma and HealthFirst commenced discussions about a potential transaction in 2019 and have worked together over the last four years to determine a transaction structure that will work for both parties. Through these comprehensive discussions, Mascoma and HealthFirst have devised a transaction structure will allow Mascoma's charitable purpose and mission to be continued by HealthFirst.

6. Assuming all required regulatory approvals are obtained, through the Agreements HealthFirst will enter into a long-term lease and assume operation of Mascoma's facility and run it as another of HealthFirst's FQHC sites. HealthFirst will continue providing the health care services that Mascoma currently offers to its patients and add behavioral health, substance abuse treatment, women's health, and dental. These expanded service offerings will allow Mascoma's patients to obtain more services in one place and allow HealthFirst's providers to coordinate cross-disciplinary patient care through their integrated care model.

7. As an FQHC, HealthFirst is required to offer a sliding fee discount program such that patients pay for services based on their ability to pay and no patient is denied services based on their inability to pay. Through this sliding fee scale, HealthFirst will carry out Mascoma's mission of providing affordable healthcare regardless of insurance status or availability to pay.

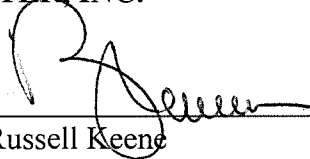
8. HealthFirst is confident that the Operations Transfer will improve access, quality, value and the patient experience, help address the affordability and sustainability of healthcare in

the Mascoma Valley, and ensure that Mascoma's charitable mission continues to be fulfilled into the future.

Dated on this 19th day of April, 2023.

**HEALTHFIRST FAMILY CARE
CENTER, INC.**

By: _____


Russell Keene

President and Chief Executive Officer