

2025 Community Benefit Report

Moving Community Health Forward



A Message from our President

Elliot Health System is re-committing to what it means to deliver on our mission – to inspire wellness, heal our patients, and serve with compassion in every interaction. It's all part of our unique purpose to better meet the evolving needs of our communities and improve health outcomes for all individuals we serve. As a non-profit organization, our unique purpose to positively impact the health and well-being of our communities has guided our existence for more than a century, initiated through Mary Elliot's vision and will in 1890 and her work to create Elliot Hospital, the first general hospital in New Hampshire based on her deep belief in community-based health care.

Daily, we listen to our community organizations and leaders, employees and patients, and individuals with whom we come in contact in our lives. We work to listen, connect, and identify and better address the health care, social, and workforce needs of the people across our New Hampshire regions.

Our Community Benefit Report directly reflects our dedication to our communities, neighbors, and individuals – and highlights our numerous contributions, efforts, and impact in 2025. In FY25, Elliot Health System contributed over \$58.6 million in community benefit to support the people of Greater Manchester and New Hampshire in living healthier lives.

This significant contribution is more than just a number – it represents our commitment and investment in community needs and essential services, programs supporting food insecurity and transportation, health education and research, preventive screenings, injury prevention programs, resources to support better mental, physical, and social health, and workforce and career development opportunities.

Thank you for supporting our mission for a healthier future and our vision to be your first choice to give and receive care.



Greg Baxter, MD
President and CEO
Elliot Health System



Social Drivers of Health

An individual's health is influenced by education, employment, income, physical environment, and personal health behaviors. These social determinants of health – conditions in which you are born, live, play, work, worship, and age – impact health, function, and quality of life. Dedicated focus to improve these conditions can positively affect health more than health care alone.

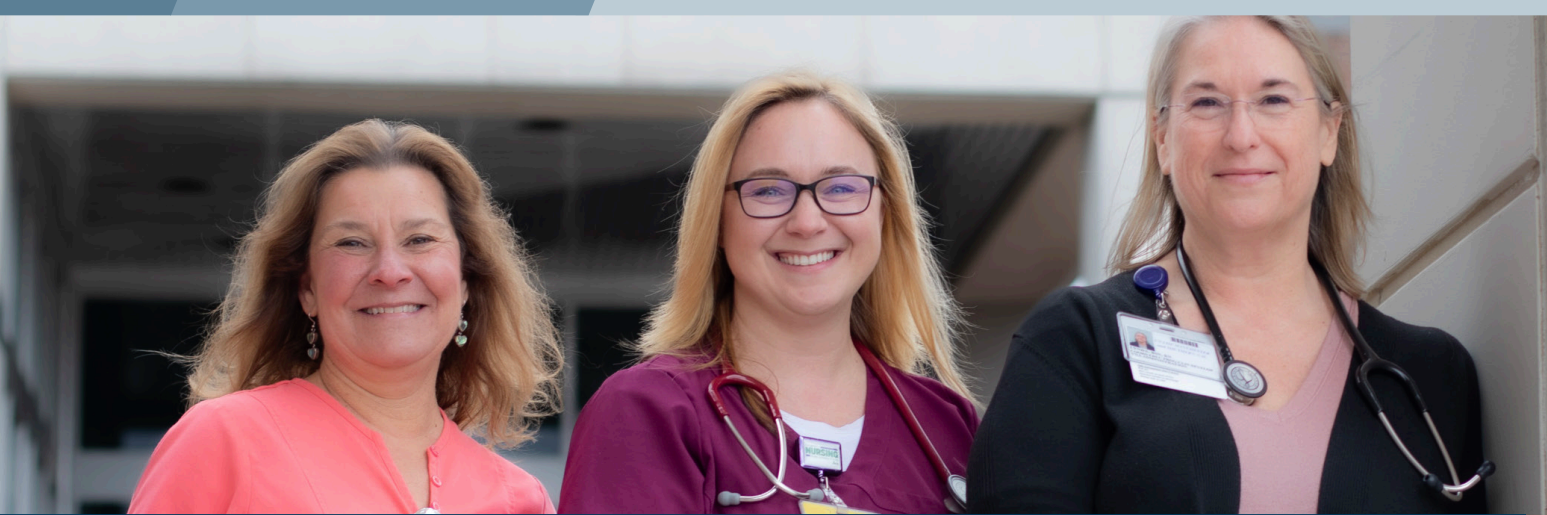
Food Insecurity & Farm Share Program

Elliot's work with the Organization for Refugee and Immigrant Success (ORIS), established in 2021, has brought the Fresh Start Farm Program together with the Boys & Girls Club of Greater Manchester to combat food insecurity in the community.

From May through October, the Fresh Start Farms Mobile Market sets up weekly at the Union Street Clubhouse, offering Club families a farm share shopping experience. Unlike many food programs that primarily provide shelf-stable items, this initiative expands access to fresh, whole foods—including locally grown vegetables, fruits, dairy, and meats—in a welcoming, family-oriented environment where kids and parents shop side by side.

In FY25, more than 60 families received shopping coupons each week, helping them purchase nutritious local products. The Mobile Market also accepts SNAP, ensuring critical access for families who rely on this support. A favorite among Club kids continues to be the honey sticks, a small but joyful highlight of the market experience.

This year alone, families have accessed 9,383 individual units of food—including 8,659 units of fresh produce and 724 units of locally sourced proteins—totaling 5,074 pounds of product (4,476 pounds of produce and 598 pounds of proteins).



Community Connections

Elliot Health System aims to be on the forefront in our community in advancement, innovation, and solutions to support a thriving healthcare workforce for our future. Through three unique programs, we are advancing community health, addressing disparities, and ensuring individuals have access to career programs in health care.

Nursing Workforce Development – Granite State PARTNERS Program

The Granite State PARTNERS program is an essential Department of Labor Nursing Expansion Grant Program administered by Elliot Hospital – with an aim to secure at least 300 diverse and underrepresented individuals into Hampshire’s nursing profession across LNA, LPN, and RN tracks. The program is supported and sustained by the collective efforts of the greater New Hampshire community.

The Granite State PARTNERS efforts bring together organizations from multiple sectors to braid and share resources which directly support, expand, and diversify the nursing pipeline, remove barriers for individuals who desire to pursue a career in nursing, and increase enrollment in nursing programs. The program focuses

on helping individuals find and complete LNA, LPN, or RN training programs, and supports more individuals from our communities in their educational and professional development.

Enrollees looking to build a rewarding nursing career have access to job coaching as well as other support services which may otherwise be a barrier through other educational programs. Additionally, through a collaboration with Manchester Community College, the program has built a training track preparing nurses and nursing students to serve as preceptors for future nursing generations.



“ This class help me believe in myself. I can now understand and speak English better thanks to this class. I feel more confident in my personal development.

English for Speakers of Other Languages Program

Elliot directly supports training programs to help build and secure a diverse workforce. Through our English for Speakers of Other Languages (ESOL) Program, individuals and employees who do not have English as a first language are afforded a unique opportunity to learn firsthand through a months long, specialized training course. The program provides individuals interested in health care expanded instruction in English, integrating as a member of society in the United States, and health care language and literacy. In FY25, the ESOL program enrolled 30 participants. For some participants, the course curriculum serves as a point of entry to expand their healthcare career opportunities – including Apprenticeship programs for Licensed Nursing Assistants, and Medical Assistants, and Patient Service Representatives. By improving proficiency in listening, speaking,

and writing, participants and employees gain confidence in a workplace environment as well as in their personal lives – boosting conversational skills and comfort with technology.

Beyond the Stethoscope Summer Learning Series

Elliot also collaborates with area high schools to support career exploration in the health care field. Through our Beyond the Stethoscope initiative, funded through a grant from the Cogswell Benevolent Trust, 16 area high school students enrolled in a summer cohort received the opportunity to participate in a hands-on learning and exploration program in health care. The six-week program gives students the opportunity to learn about different aspects of healthcare from laboratory services to respiratory services and non-clinical opportunities such as legal, finance, and philanthropy.



Children's Development – Investing in Reading Proficiency

Early childhood development is critical to curbing the cycle of disadvantage. A review of the 2022–2025 Community Needs Assessment for greater Manchester identified a trend for third grade reading proficiency with Manchester school students – which saw student proficiency drop 35% since 2016. The overall reading proficiency was down 19% in 2021. To support children's development and reading literacy, pediatric and family practices across Elliot distributed books to children 5 years and younger at annual well-child visits. Additional Manchester practices handed out books to families with children in grades 3 and younger. With hundreds of books distributed annually, Elliot has helped encourage home-and-family based reading to ensure children are supported emotionally, intellectually, and developmentally for school. By the 2024 assessment, reading levels in Manchester showed improvement by 28% reading at grade level.

Mental Health and Well-Being

The Doorway Program of Greater Manchester, led by Elliot Health System, is more than a place – it's a promise that help is here, without judgment or delay. The program provides a lifeline for individuals living with substance use disorder, ensuring access to care when it is needed most. Elliot assumed operational oversight of the Manchester-based program on July 1, 2025, keeping this vital resource open and accessible. Through nine Doorway locations across New Hampshire, individuals with opioid use disorder (OUD) or other substance use disorders (SUD) can access treatment, support, and prevention resources through a single point of entry.

The Manchester Doorway Program serves approximately 1,500 individuals annually, using an integrated approach that includes health care coordination, peer recovery support, mental health services, crisis stabilization, and housing assistance – directly supporting our mission to inspire, heal, and serve our communities.

Funding for New Hampshire's Doorway Program is provided by the U.S. Substance Abuse and Mental Health Administration through the State Opioid Response (SOR) grant, enabling medication-assisted treatment, recovery support services, prevention programs, workforce development, and education.



Giving Back to Our Community

Established in September 2024, The Elliot sponsored Catie's Closet to open at Manchester's Central High School. Since its start, 210 students have utilized Catie's Closet at its Manchester Central High School location. The program offers students direct access to coats, warm clothing, accessories, and other personal items, with an average of 14 students per school day visiting the Closet.

Elliot recently supported the opening of a second Catie's Closet located at Beech Street School.

2025 YEAR OF CARE

\$58.6M

in community benefit

\$2.1M

from community building activities



1,768,507

Lab Tests



82,940

Urgent Care Visits



670,366

Office Visits



94,660

Physical
Therapy Visit



131,305

Rehabilitation Visits
(PT, OT, and SLP)



61,126

Emergency
Room Visits



26,544

Cancer Treatments



18,954

Surgical Visits



228,762

Pediatric Visits



23,080

Mammograms



2,385

Babies Born

Data collected from FY25:
7/1/24 to 6/30/25

About Elliot Health System

Elliot Health System is a non-profit organization serving the healthcare needs of the community since 1890. The largest provider of comprehensive healthcare services in Southern New Hampshire, Elliot Hospital, a 296-bed acute care facility and the first community hospital in the state, serves as the cornerstone of the health system. Elliot is home to Manchester's designated Regional Trauma Center, Elliot Breast Health Center, Elliot Urgent Care, a Level 3 Newborn Intensive Care Unit, Elliot Medical Group, Solinsky Center for Cancer Care at The Elliot, Elliot Senior Health Center, The Elliot VNA, 1-Day Surgery Center, Elliot Retail Pharmacy, Elliot Medical Centers in Bedford, Londonderry, Hooksett, and The Elliot at River's Edge.