



Seacoast Hospice New Hospice House Feasibility Study

The Client:

The Seacoast Hospice provides end-of-life hospice services to patients in two southern New Hampshire counties either at home, in nursing homes or in hospitals by trained traveling medical professionals. They serve over 400 patients and 1000 family members annually, providing over 20,000 days of compassionate care.

Problem:

The demand for end-of-life services in their 2 county market area had increased steadily over the past ten years. There was a desire by the organization and a market need to provide an added level of service by building a stand-alone facility. There were no stand-alone facilities in the seacoast, and only 2 in NH. Seacoast Hospice needed to know if the area would support such a facility and if so what size facility?

Engagement Description:

ESC researched Census Data, NH's dread disease data, internal data, regional hospital statistics, and best practice models for estimating bed demand. Nashua had recently built a 10 bed stand-alone facility. The Home Health and Hospice Care staff members were most helpful providing access to their experience.

ESC developed two demand models and applied each to estimate the need for acute and residential care beds. To produce the Feasibility Report we developed a revenue model, a cost model, and an estimate of the capital needed to build the facility and fund the startup. ESC determined the region would support a 12 bed stand-alone facility at a cost of \$5 million of which \$2 million was an endowment to assure financial stability.

Outcomes:

The Board of Seacoast Hospice was pleased with the cost, timeliness and quality of the study. The work compared favorably to a study done in another community which took over 5 years and the work of 16 consultants to complete. The report was a vital step toward negotiating a 100 year five acre land lease from the Town of Dover at \$1 per year, and provided the foundation for the successful capital campaign. The facility was opened in March of 2007 and is expected to serve more than 225 patients a year.

Consultants:

Each of the ESC Consultants had over 30 years of business experience. Between them their experience included facilities management, financial, entrepreneurial, consulting, banking and top management posts.