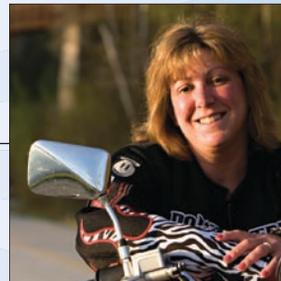


we do that here.



About Us

Northwestern Medical Center is a vibrant community hospital nestled in the heart of Franklin County. We have cared for our community since 1883 and look forward to continuing to meet the health care needs of northwestern Vermont for the next 125 years.

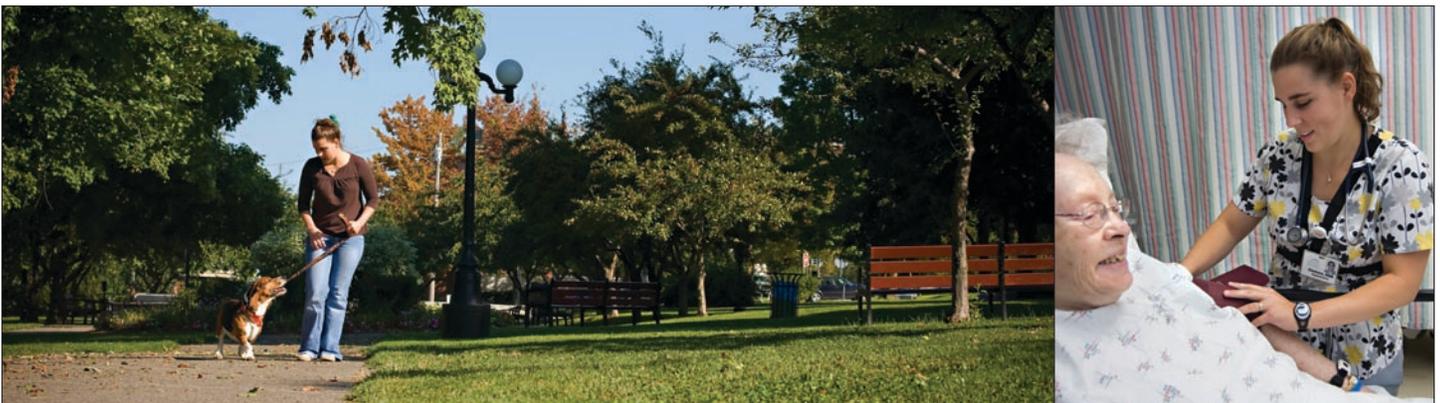
We're a bustling, friendly, surprising place. Each year our staffs of 600 employees and 75 physicians care for approximately 2,000 inpatients; 500 newborns; 3,000 surgical patients; and 27,000 Emergency Department patients. We are incredibly proud of the warmth of the care they provide — and just as proud of their quality and their efficiency:

- NMC won a national award for overall patient satisfaction from Avatar International;
- NMC continues to be at or near 100% on the Medicare/CMS Core Measures of quality;
- NMC ranks among the lowest of Vermont's hospitals in "costs per adjusted admission" as reported by Vermont's Healthcare Administration (BISHCA); and
- NMC maintains one of the safest hospital work environments, as evidenced by our "MOD Rating" of less than 0.80.

NMC's mission is to provide access to optimal health care. Our vision? As we adapt in anticipation of our community's evolving needs, NMC will thrive at the center of our community's efforts to be healthy through:

- the seamless delivery of optimal healthcare;
- a constant focus on safety and quality improvement;
- the provision of world-class customer service within the healing environment;
- the recruitment & retention of outstanding talent throughout the organization;
- an emphasis on prevention through personal health improvement; and
- the prudent stewardship of resources to ensure both access and sustainability.

With net revenues of more than \$50 million, NMC ranks as a major employer and a significant economic presence in the region. As such, we are active in efforts to make northwestern Vermont an even more wonderful place to live and work.



Our Report to Our Community



“Cautious Optimism” has been NMC’s approach for many years. In today’s challenging healthcare environment, it might be better termed “Cautious Realism,” though we are working hard to maintain the inherent optimism that has fueled our success.

As you will see in this report, Fiscal Year ‘08 projects to be a positive year for NMC, our second in a row following the financial loss in FY’06. While positive, it was not as strong and robust a year as we had hoped (and needed). Regulatory changes and continued reductions in reimbursements continue to weaken Vermont’s hospitals. Pile on the pressures of workforce shortages for both hospital personnel and physicians, and it becomes very difficult to maintain the financial health of our community’s hospital.

We continue to be very proud of how our staff cares for our community in this environment. Their care was recognized on a national level this year, as NMC’s overall patient satisfaction scores came within a single percentage point of the top scoring hospital in the country using the Avatar system. That achievement is an incredible tribute to the dedication of each and every member of the NMC team.

This report also highlights many other memorable moments of the past year — celebrating our 125th anniversary, rising to the occasion to care for the victims of a tourist bus crash, additional physician recruitment, continued outstanding clinical performance, and more! We hope you will enjoy the chance to reflect on these and other stories.

We enter FY’09 with positive news regarding our proposed budget from the State regulators and appreciate the compliment they paid NMC for presenting a “tight” budget. Physician recruitment and retention issues will be a major emphasis in the coming months. NMC is just about the last hospital in Vermont to turn to employing physicians in order to maintain their medical staff. However, given all the changes, private practice is no longer attractive to most physicians. Therefore, NMC is in the midst of a cautious entry into physician employment — one driven by realism with an eye towards optimism.

At the same time, our efforts to improve our care and service continue throughout the hospital. We are in the planning stages of a construction project to ensure our facility is properly designed and equipped to care for our community in the coming years. With all of this, it is an exciting and challenging time to be part of Northwestern Medical Center.

We would like to thank each of you for continuing to entrust us with your care.

Sincerely,

Peter Hofstetter
Chief Executive Officer

John Casavant
President of the Board

Financial Report

	Actual 2007	Projected Actual 2008	Budget 2009*
Unrestricted Revenue & Other Support			
Patient Services Revenue	\$84,222,254	\$94,403,057	\$117,735,251
Less Subsidies To Medicare and Medicaid	25,589,966	30,514,103	40,235,539
Less Other Contractuals	4,977,489	7,111,158	11,051,045
Less Free Care	<u>1,040,110</u>	<u>952,802</u>	<u>1,175,420</u>
Net Patient Revenue	52,614,689	55,824,994	65,273,247
Other Operating Revenue	<u>1,136,317</u>	<u>985,139</u>	<u>1,066,110</u>
Total Revenue and Other Support	<u>53,751,006</u>	<u>56,810,133</u>	<u>66,339,357</u>
Expenses			
Salary and Wages	21,358,360	23,537,645	26,958,357
Employee Benefits	5,900,569	5,440,048	7,111,441
Supplies	6,220,499	7,152,340	8,011,939
Contracted Services	7,171,675	8,151,401	8,321,553
Travelers Expense	444,920	550,897	270,400
Other Operating	3,722,634	3,683,297	4,468,787
Provision for Bad Debt	2,826,416	3,195,385	4,076,970
Medicaid Tax	518,131	686,868	1,279,000
Depreciation and Amortization	3,084,652	3,126,917	3,341,000
Interest	<u>583,043</u>	<u>517,019</u>	<u>476,000</u>
Total Expenses	<u>51,830,899</u>	<u>56,041,817</u>	<u>64,315,448</u>
Income from Operations	<u>1,920,107</u>	<u>768,316</u>	<u>2,023,909</u>
Non-Operating Income			
Net Investment Income	1,385,696	1,388,972	880,162
Other	<u>232,461</u>	<u>285,466</u>	<u>(6,751)</u>
Total Non-Operating Income	<u>1,618,157</u>	<u>1,674,438</u>	<u>873,411</u>
Excess of Revenue and Other Support Over Expenses	<u>\$3,538,264</u>	<u>\$2,442,754</u>	<u>\$2,897,320</u>

* Subject to final approval by the Department of Banking, Insurance, Securities and Healthcare Administration

Statistics

	Actual 2007	Projected Actual 2008	Budget 2009*
Clinical Statistics			
Admissions	2,210	1,891	2,003
Total Patient Days	7,735	6,085	6,888
Average Length of Stay	3.38	3.22	3.4
Emergency Department Visits	27,406	28,521	29,519
Births	498	470	476
Surgeries	3,033	3,008	3,435
Diagnostic Imaging Exams (A)	44,138	45,538	47,909
Laboratory Tests	294,637	315,280	326,315
(A) These include X-ray, Ultrasound, Nuclear Medicine, MRI, Cat Scan, Bone Density			
Financial Statistics			
Medicare/Medicaid % of Patient Revenue	55%	56%	56%
Days In Accounts Payable	40.9	35.9	40.0
Days In Accounts Receivable, Net	30.61	33.95	33.0
Age of Plant (Years)	8.0	9.0	9.4
Workforce Statistics			
Number of Employees	549	545	—
Number of Full-time Equivalent	429	426.6	436.5
Number of Scholarship Students	18	17	19
Turnover Rate	8.80%	10.25%	≤12%
Number of Active Volunteers	106	106	—
Number of Volunteer Hours	18,962	19,179	—

Review of Financial Standing

As Peter and John referenced in the opening letter to this report, FY'08 was a positive year for NMC, but not as strong as needed to truly sustain the hospital long term.

BISHCA's analysis of Vermont's hospitals shows that NMC once again has among the very lowest Cost-Per-Adjusted-Admission, an important measure of efficiency. We also have one of the lowest FTE's-Per-Adjusted-Discharge, an important measure of productivity. In fact, we perform favorably on nearly all the financial health indicators.

Even though Vermont's hospitals are among the lowest cost in the nation and even though NMC is delivering excellent care while doing the right things for our community, we found ourselves requesting an 11.4% rate increase for FY'09. Costs to provide care continue to rise above inflation, while the Medicare/Medicaid cost shift and the provider tax on hospitals from the State are ever-increasing burdens.

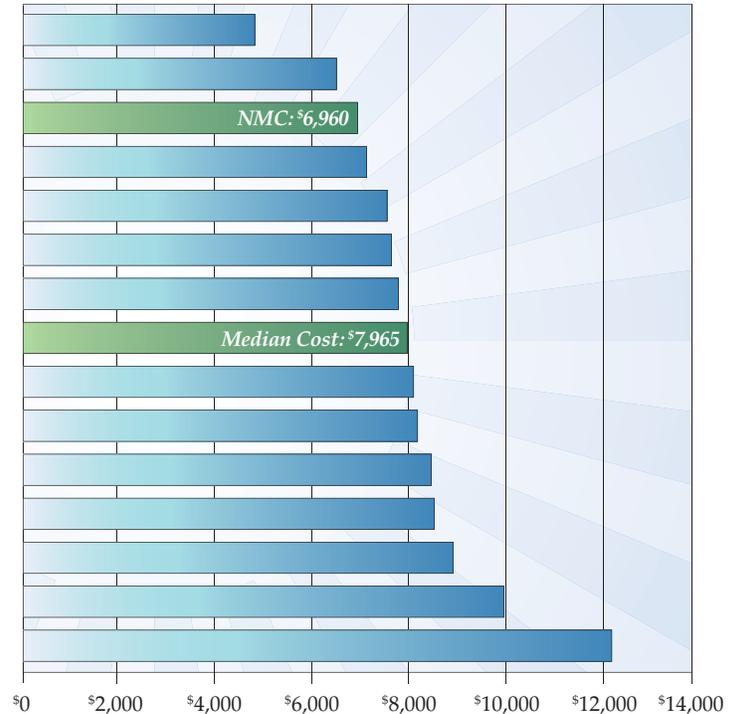
Vermont's hospitals will continue their efforts to achieve even greater efficiency as we recognize that every improvement helps. However, to really achieve substantive change in the system, two things must happen. First, Medicare and Medicaid must cover the cost of the care their patients need; and second, payers must invest aggressively in prevention so that future care needs can be reduced in number and acuity.

NMC looks forward to being an active participant in meaningful dialogue at the State level to address our concerns about the costs of healthcare in our community.

"I found that all my nurses, Physical Therapists and the other staff were most pleasant and professional! I was very well cared for." - NMC Patient

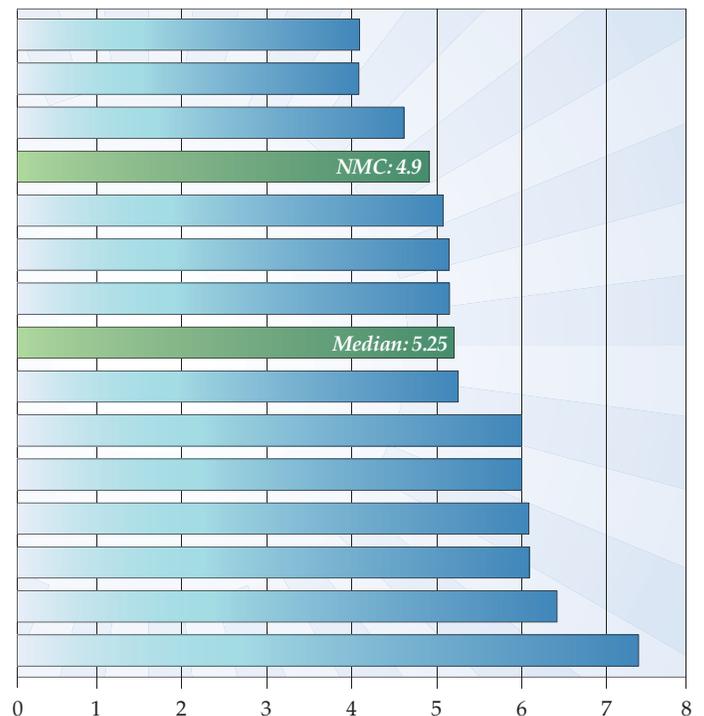
Cost Per Adjusted Admission at Vermont's 14 Hospitals

NMC's costs are 12.6% below the state median in this efficiency measure.



FTE's Per 100 Adjusted Discharges at Vermont's 14 Hospitals

NMC is 6.7% better than the state median in this efficiency measure.



Public Reporting

Meeting the Mandate

NMC's annual report is just one tool we use to formally report to our community. Under the Vermont law which speaks to planning and regulation of health care facilities, Vermont's hospitals work with BISHCA (Banking Insurance and Health Care Administration) to publicly report data regarding hospital performance and community needs.

From a link in the navigation bar on the NMC website (www.NorthwesternMedicalCenter.org), the public can reach our hospital report card site. From there, visitors can view annual data relating to:

- Quality of Care;
- Strategic Initiatives & Process for Public Participation;
- Quality Improvement initiatives;
- Patient Satisfaction;
- Hospital Pricing;
- Financial Reports;
- Hospital Discount and Free Care Policies;
- Hospital Governance; and
- NMC's Complaint Process.

The hospital report card information is updated on an annual basis.

Access to Current Data

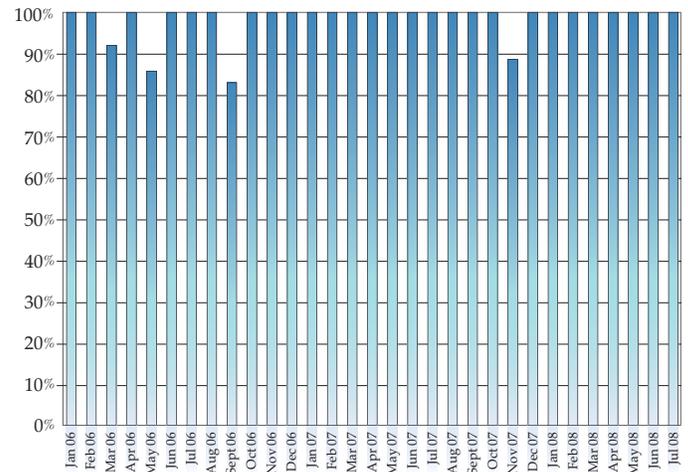
While this report and the mandated hospital report card website share data with the community on an annual basis — NMC has opted to go beyond the mandate. We carry a "Quality Updates" section on the NMC website, which provides our community with access to updated Core Measure data (samples to the left).

NMC's focus on our quality indicators and the Appropriate Care Core Measures extends all the way to the Board of Directors. The review and discussion of this data is the first area of focus in the Board's monthly meetings. In fact, by logging on to the "Quality Updates" on the NMC website, you can see the Core Measure data just days after it is reviewed by Medical Staff Committees and the NMC Board of Directors!

Much of this data is very "clinical" in nature and we have tried to find the words to explain what the data represents, why it is important, and how to interpret it. Because NMC is a relatively small hospital, some of our numbers are small as you look at specialized measures. Therefore, percentages may fluctuate more than might be expected — a "100%" drops to "67%" if just one of three cases misses the target. This is particularly true in our inpatient cardiac measures — as for many of those cases, optimal medical care means a transfer to tertiary care, so they are never counted in those particular statistics for NMC. Still, the data will give you a sense of the emphasis NMC places on quality, on improvement, and on open communication.

Left Ventricular Function Assessment

A higher score is better

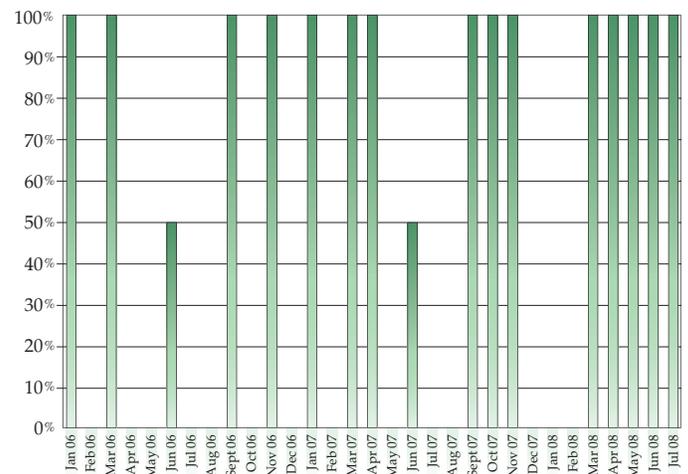


What this means: The percentage of patients given an Left Ventricular Function assessment.

Why this is important: The proper treatment for heart failure must account for what area of your heart is affected. With heart failure, the pumping mechanism is affected and an important test to assess the pumping ability of your heart is the 'left ventricular function assessment'. The results of this test will tell your provider how well your heart is pumping.

Beta Blocker Prescribed at Arrival

A higher score is better

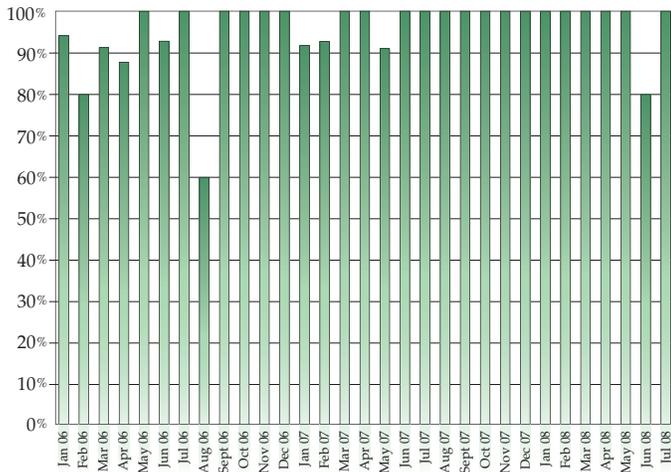


What this means: This measure shows the percentage of patients with heart attacks that have been prescribed a medicine called a beta blocker, within 24 hours after arrival in the hospital.

Why this is important: This medicine can help reduce the amount of damage to the heart muscle in heart attack patients.

Initial Antibiotic Within 4 Hours

A higher score is better

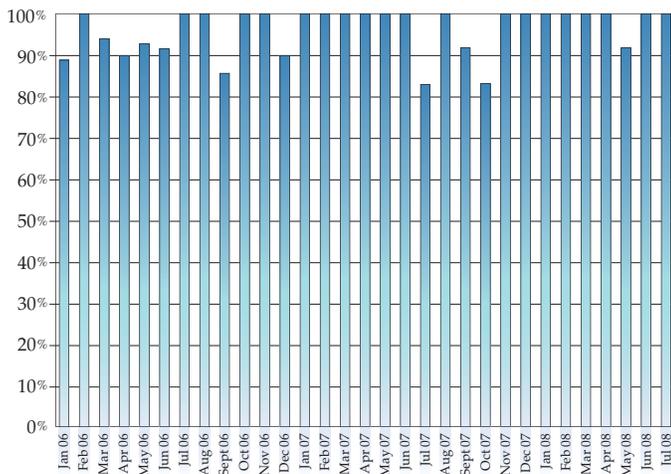


What this means: This is the measure that shows the percentage of pneumonia patients who were given an appropriate antibiotic within 4 hours of arriving at the hospital.

Why this is important: Administering appropriate antibiotics within 4 hours of a patient’s arrival at the hospital has been shown to be very effective in treating community acquired pneumonia.

Prophylactic Antibiotic Selection for Surgical Patients

A higher score is better



What this means: This is a measure that shows the percentage of surgical patients that received the appropriate prophylactic antibiotic for their specific surgical procedure.

Why this is important: The goal of administering prophylactic antibiotics for surgical patients is to use a drug that is safe, cost-effective and appropriate for the specific surgical procedure.

Community Priorities

The following priorities were identified by our community through the mandated assessment process:

- Helping individuals improve their personal health, emphasizing smoking cessation, increased exercise, and improved nutrition;
- Improving prenatal care;
- Improving mental health care and co-occurring disorder care;
- Reducing the abuse of alcohol and substances;
- Improving the self-management of chronic disease;
- Reducing the cost of insurance;
- Reducing the impact of geographic isolation;
- Improving access to dental care;
- Reducing abuse and neglect;
- Recruiting physicians, nurses, and other clinicians to expand services and replace retiring professionals.

Through our involvement in the Franklin & Grand Isle Community Partnership, the Center for Health & Wellness, and other collaborations within our community, NMC is taking an active role in helping our community address these priorities to improve the quality of life in northwestern Vermont.

“Excellent care and service! It’s like staying at the Ritz-Carlton Hotel.” - NMC Patient

National Award-Winning Performance

For years NMC has been nestled in northwestern Vermont quietly caring for our community. Certainly, we have had our moments in the spotlight over the years (being named Employer of the Year by the Business & Professional Women and Business of the Year by the Chamber of Commerce), but this past year NMC earned three impressive *national* awards.

Overall Patient Satisfaction

NMC is one of more than 300 hospitals across the country that uses the Avatar International system to measure patient satisfaction. This past year, Avatar honored NMC with an award for Overall Patient Satisfaction — as our scores were within a single percentage point of the top hospital in the country. “This is national recognition for what we each worked so hard to achieve,” said CEO Peter Hofstetter, “that our entire staff provides incredible care and service to our patients and our community.” In making the announcement, Avatar CEO Michael Everett, PhD said, “Northwestern has excelled at the very difficult task of providing exceptional service to patients throughout the medical center. Many medical centers have ‘pockets’ of excellence, but you have demonstrated wide-spread service quality. Your patients benefit from such consistency; they can count on your staff whatever the reason for their visit.”

Personal Leadership



Like NMC itself, Peter Hofstetter is by nature more comfortable outside the spotlight than in it. Peter didn't have an option on that this year, as he was named QHR's CEO of the Year. QHR manages 270 hospitals nationally, so this is quite an honor — and one that Peter is quick to share. “I enjoy being part of the team at NMC and this kind of thing is really a reflection on that great effort.” The President of QHR, Jim Horrar, spoke of Peter's strategic foresight, enthusiasm and determination and said, “Northwestern Medical Center has thrived

under Peter's leadership for the past 15 years and always ranked as one of the top performers statewide and in the company for financial, customer service, and quality measures.” *Photo courtesy of J. Michael Worthington, Jr.*

Environmental Care and Safety

NMC has received the “Making Medicine Mercury-Free” award from the Hospitals for a Healthy Environment (H2E). The prestigious national award commends NMC for outstanding efforts to eliminate mercury from the health care system. “NMC not only cares for our community, but our staff and environment as well,” says Jonathan Billings, NMC's Director of Planning and Community Services. “Our work to minimize mercury usage is part of our larger effort to create a safer environment in which to work and live.” H2E was founded by the American Hospital Association, the Environmental Protection Agency, Health Care Without Harm, and the American Nurses Association. “There are safe and cost effective alternatives to mercury in health care applications,” said Louise Brennan, H2E's Executive Director. “NMC deserves our thanks for addressing this critical threat to our health and the environment.”



NMC enjoys a reputation in our community as a great place to receive care, a status supported by our national award for overall patient satisfaction (page 7) and our quality measures (page 5 & 6). It may sound cliché, but none of that would be possible without the hard work and dedication of the NMC staff. How did we get a staff capable of such great care and service — and how do we keep attracting such talent? We believe NMC is a great place to work. As we begin to look deeper into what makes NMC a great place to work, three words come to mind: Work. Life. Balance.

Outstanding Employee Safety

Providing care is a calling — but it is also hard work and can be dangerous. The NMC staff has invested a tremendous amount of effort in recent years to improve the safety of our work environment. As a result, our “MOD Rating”, a measure of safety, is now below 0.8! Our “employee safe practices committee” has led the charge which has resulted in fewer work injuries and fewer missed days. This improves the quality of life for our employees — and has literally saved the hospital more than a million dollars of healthcare dollars in reduced workers’ compensation premium costs! From installing lifts to help prevent back injuries to changing procedures to prevent needle sticks, our emphasis on a safe environment for our employees has paid off in more ways than one!

Taking Time to Play

A lively group of NMC’ers took to the field this summer to enjoy regular pick-up softball games at the Collins Perley Sports Complex. Each game was different, and uniquely entertaining! Turns out NMC has some big hitters in the ranks — reports came in each week of multiple homers over the fence! The team ended their season with an exciting — and unexpected — game against the Franklin County 14-18 year old Fall Ball team. Though the NMC team was unable to beat this skilled team of youngsters, everyone had a grand time and was able to enjoy a fun family barbecue following the game.

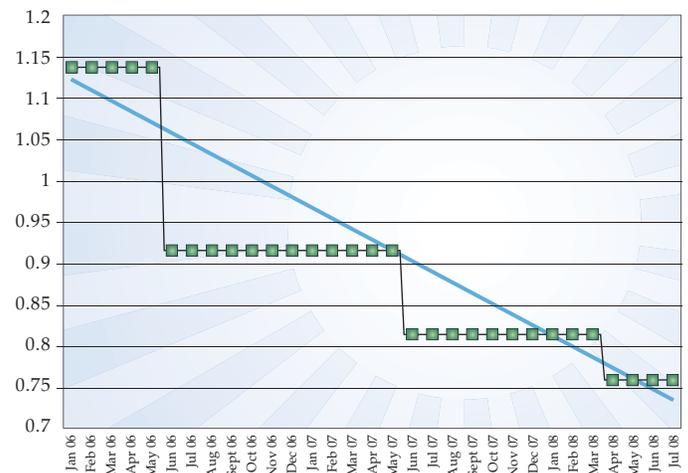
Enjoying the Little Things

What do a pie making contest, a car wash, a trip to Ausable Chasm, a chili cook-off, a VT Lake Monsters game, and a kids’ movie night all have in common? They are all fun events put on for NMC employees to enjoy — just a little bit of fun so that employees can get to know each other as people, not just coworkers. With the philosophy that a better environment for care starts with a better environment for caregivers, we try to incorporate some fun into our regular activities — and this year was no exception!



Experience Modification Factor

A lower number is better in this measure of employee safety.



Stories from Our Community

Recently, we've begun to share more stories from our community to help illustrate the kind of care and service provided at NMC. As a "best kept secret," we have run the risk that some folks may end up traveling out of the area unnecessarily to get the care they need. In the majority of medical situations, "we do that here." Here are some of the people who have shared their experience.

In late 2003, Jack's right knee was bad. "I could've lived with the pain... but I wanted to be able to play golf with my grandsons." He came to local physician Dr. Robert Beattie, and was soon fitted with a replacement joint at NMC. Recently, his left knee started causing him pain and he came to us again. "Shortly after knee replacement surgery, I was bending my knee and doing exercises. It was a complete success. The orthopaedic service up here far exceeds everything that I've seen elsewhere. It's given me back the game I love!"



Jack Hurlbut, St. Albans



Brenda Hayden, Georgia

One morning last fall, Brenda woke up in pain. "It felt like an elephant was sitting on my chest." The ambulance was soon on its way to our Emergency Department where she was treated and sent on to Fletcher Allen Health Care. From arrival at NMC to Fletcher Allen's Cardiac Cath Lab took just 43 minutes. "Curtis on the ambulance crew and the ED folks at NMC knew exactly what to do; the overall teamwork was fantastic." Brenda's now in NMC's Cardiac Rehab program and recovering nicely. "I'm appreciating the little things — like being able to take short rides on my bike again."

we do th



Earlier this year, Grant Weier of Fletcher, Vermont had a health issue that brought him into our emergency room. Grant, who lives alone, brought along his dog Ziggy — yet Ziggy had to stay in the car. When we told Grant that he needed an emergency operation, he was deeply concerned knowing that Ziggy was left alone in the car. No worries. Our concierge (who we put in place to provide our patients with extra attentive care) went out to the parking lot to feed and walk Ziggy.

The soldiers of the US Army's 131st Engineering Company had decided ahead of time; they would all sacrifice their personal internet time for their buddy Kevin, whose wife was expecting their first child. This allowed Kevin, with a little help from the Family Birth Center nurses and the IT folks at Northwestern Medical Center, to experience the birth of his daughter Payton while on duty in Iraq, half a world away.



at here.

Nothing Routine About 2008

We smile when a colleague at an urban hospital asks if it gets routine or boring at a small hospital in a small town. Nothing could be further from the truth! In fact, here, we're all involved in what's going on, so it can be even more exciting! Here are some highlights from the past year:

Accommodating Tourists

When the news arrived that a tour bus crashed near the Canadian border, we were prepared — we had even practiced a similar drill just last fall. What we weren't prepared for was the fact that none of the passengers on the bus spoke English! In addition to our own staff rising to the occasion to take excellent care of the injured passengers, our entire extended community rose to the occasion to help our new Korean friends. A local Korean woman happened to be in the hospital the day of the crash while her husband was in surgery — she stepped in to help interpret that day and over the course of the following week — and also helped prepare “food from home” for our Korean patients. A woman and her teenage son who had visited with the tour group while they were in Montreal came to NMC as soon as they learned of the accident. The two of them served as interpreters for the whole day, before heading back to Montreal that night. *Photo courtesy of David St.Pierre.*



Registering at the Bedside

Beginning in January 2008, most patients coming through NMC's Emergency Department started experiencing a new registration and triage process aimed at reducing patient wait times and length of stay. With the improved process, a registrar does a quick registration when the patient arrives. A nurse then triages the patient and assigns the patient directly to a bed. The patient is assigned a primary nurse, who completes the assessment, and then the provider (physician or mid-level practitioner) examines the patient. Through our CodoniX computer system, the provider notifies the registrar, who comes to the bedside with a computer on a wheeled cart to complete the full registration during “patient downtime.” Reductions in time have happened at every step along the way with the new process: patients are waiting less time for triage, less time to be placed in a bed, and are actually being discharged more quickly as well.

Coming Through on Halloween

If you're a young girl, what's the most frightening thing you can think of on Halloween? For 10 year-old Nicole Woods of Sheldon, the answer is probably not what you'd guess. For Nicole, the answer was being stuck in the hospital on Halloween — as the only child admitted as a patient in the hospital! Nicole had been hospitalized for “a very angry, inflamed appendix” and it meant missing out on trick or treating. Darla Lothian, one of her nurses, picked up on Nicole's disappointment and contacted NMC Concierge Paula Cutting for help. Staff throughout the hospital were quick to pitch in and soon, dressed in a leopard mask her mom picked up at JoAnn's Fabrics, Nicole was trick or treating via wheelchair through the halls of the hospital! Her overflowing bag of goodies included candy, stuffed animals, toys, and more. Even the cardboard cutout of Jeff Gordon in the CEO's office got in on the fun. What was her favorite? A whimsical metal angel ornament which she hung in the window of her room at home: “It looked cool, like it was handmade,” said Nicole.



Celebrating 125 Years

Though NMC has only officially been around since 1977, in 2008, we celebrated 125 years of caring for our community. The original St. Albans Hospital first opened its doors down the street from our current facility back in 1883, thanks to a donation of the building from Chauncy Warner. Another donation, given by Jeanne Kerbs following the accidental shooting of her son, John, led to the building of Kerbs Memorial Hospital in 1948. This year, the Franklin County Business & Professional Women helped us commemorate our anniversary by designing a holiday ornament (the second in a series) depicting the two facilities.



Launching a Community Health Club

Through the Center for Health & Wellness, we launched a Community Health Club program, and didn't even need to build a building or buy equipment! Instead, we created a partnership with existing facilities in the two county area (Fitness Zone, Collins Perley Sports & Fitness, Duke's Fitness, and South Hero's East Moon Arts & Fitness) to offer one to four fitness offerings per week, completely free of charge for anyone in the community who wanted to participate. This partnership creates a perfect opportunity for anyone tired of a current fitness regime, or who has always wanted to try something new, or to access other options risk-free.

Going Wireless

Over the years, our IT folks have risen to the occasion to help members of our community access the internet while staying as patients in the hospital — you may remember a story nearly 2 years ago where we helped the Jarvis family of Fairfax connect from Iraq via webcam so that Kevin could be “present” while his wife, Lindsay, gave birth to their first child, Payton (see page 10). As more and more of these situations arose, and as more and more of our community began to live in a wireless world, we made the decision to offer wireless internet service to anyone within the NMC building. So now, whether you are a patient or a visitor, if you have a laptop, you can access the internet free of charge here at NMC.

An MRI is Worth a Try

What would you do for a prize worth more than a million dollars? Well, the Diagnostic Imaging staff joined forces with Jennifer Savage in Community Relations to try to win (literally) a free brand-new fixed-site MRI from Siemens Medical Solutions. They produced a tongue-in-cheek internet video about why NMC deserved the prize — which was then posted on a Siemens website with other entries for national voting. NMC didn't win — losing out to a community whose hospital was destroyed by a tornado (that was visible in their video), but we had a lot of fun trying, and we appreciate everyone in the community who logged on and voted for us. Later in the year, NMC's MRI was back in the spotlight, as our emphasis on reducing wait times and our ability to provide same day/next day services stood in stark contrast to lengthier delays at other providers. This makes NMC's MRI an increasingly popular choice among physicians and patients.



“We are lucky to have this hospital in our own area.” - NMC Patient

Gifts from our Community

General Donations

Al Anon
Carolyn Austin
Brady & Levesque
Funeral Home
Brock Family Foundation
Frances Choiniere
Bonnie Evans
Jim, Meredith, &
Liam Monahan
Cassie Nutter
Project Linus
Catherine Woelfel

In Memory of Arthur Kimbell

The Tyler Place Family Resort

In Memory of Peter C. Martin

Handy Pontiac,
Buick, & Cadillac
Clarence Brown, Inc.
Eleanor Goodrich
Franklin County Industrial
Development Corp.
Northwest Regional
Planning Commission

In Honor of Patricia Walsh, RN

Her Children

Community Partners Classic Golf Tournament Sponsors & Donors

(Proceeds benefited NMC, the Franklin-Grand Isle United Way, and Northwestern Counseling & Support Services)

A.N. Deringer
Advantage Rental
Alburg Golf Links
Bakersfield Country Club
Bayberry Cottage
Blue Cross/
Blue Shield of Vermont
Brandthropology
Burlington International
Airport
Champlain Collections
Champlain Country Club
Child Travel

Chittenden Bank
Chow! Bella
Christopher's Advertising
Specialties
Colonial Styling Center
Community National Bank
Connor Contracting
Cross Consulting
Engineers, PC
D. Wright Ford
David Juaire
DEW Construction Co.
Energizer
Enosburg Country Club
Fitness Zone
Franklin County
Rehab Center
Franklin-Grand Isle
United Way
FUJIFILM Medical Systems
USA, Inc.
Gragil Associates
Green Mountain
Lighting Designs
Guys
H & B Greenhouse
Hackett, Valine &
MacDonald
Hair-A-Rangers
Hampton Inn
Hannaford
Harrison Concrete
Hickok & Boardman
Howard's
Inn at Essex
J.P. Dunn, CPA
JC Penney
Jeff's Maine Seafood
Kevin Smith's
KeyBank
Kissane Associates
La Quinta Inns & Suites
Lincoln Inn Restaurant
MarketPlace Insurance
Center



When Beth Casavant passed away in July of 2007 at the age of 43, the entire community mourned the loss of a teacher, coach, and friend. In honor of the overwhelming community generosity to the Jim Bashaw Cancer & Catastrophic Illness Fund, NMC offered her family the opportunity to place a leaf of the Tree of Life in her memory. Beth's mother, Betty, chose to also honor her late husband, Dr. Harlan 'Cass' Casavant with an additional gift to the Jim Bashaw Fund. This past July, the family gathered at NMC to place both leaves on the Tree of Life.

Messenger Print & Design
 Mimmo's
 Mousetrap Pediatrics
 New Leaf Bodywork
 NHL
 Northeast Financial Services
 Office Quarters
 Paradise Pools & Spa
 Party Zone
 Paul Frank + Collins
 Paul Poquette
 Realtor Group LLC
 Peoples Trust Company
 Phillips
 Pie in the Sky
 Poseidon Group
 Primmer Piper Eggleston &
 Cramer PC
 QHR
 Rail City Grille
 Rail City
 Information Systems
 Rail City Salon
 Rosario's
 Ruggiano Engineering
 Smith Barney
 Smuggler's Notch Resort
 St. Albans
 Cooperative Creamery
 Sticks & Stuff
 Stone's Shell
 Tammy's Family Hair Care
 Tanneberger
 Veterinary Hospital
 TD Banknorth
 Thai House
 The Abbey Restaurant
 The Tyler Place
 Thibault Appliances
 Total Home Center
 Trapp Family Lodge
 Ultramar
 Union Bank



NMC teamed up again this year with Northwestern Counseling & Support Services and the Franklin Grand Isle United Way to host the 2nd Annual Community Partners Classic. 52 teams of golfers played over the course of the day, enjoying many fun contests, great food (thanks to our own crew in Food Services), and the extra humor provided by celebrity host Coach Tom Brennan. To see more photos from the day, visit the event website at www.CommunityPartnersClassic.org

Vermont Federal
 Credit Union
 Vermont Gas Systems
 Wachovia
 Walker's

Palliative Care Fund

**In Memory of
 Margaret Branon**
 William & Stephanie Branon
 Mary & Harvey Goodchild
 Hull Insurance Agency
 Thomas Howrigan, MD

**In Memory of
 Blanche Cignac**
 Henry Girard

**In Memory of
 Marion Walsh**

Autonoe Club
 Bob & Kathy Bessette
 Peter DiNovo & Family
 Tim & Debbie Gleason
 Jessica & Cate Rogers
 Madalyn Tulip

***Jim Bashaw
 Cancer & Catastrophic
 Illness Fund***

James Dickmann
 PBM Nutritionals
 Run For Jim Foundation

**In Memory of
 Charles Blair**

Arden Allen
 Ann Anger
 Mary Pat Cawley
 Jeffords Steel and
 Engineering Company
 Neil Pendergast
 Gary Sexton & Cecile Provost

**In Memory of Harlan
 Casavant, MD**

Elizabeth "Betty" Casavant

**In Honor of
 Trueman & Therese Bryer**

Pam & Peter Cross
 Catherine Woelfel

**In Honor of
 Karen Casavant**

Sarah Kirn

Gifts from our Community (continued)

In Memory of Jeannette Pare

Paulita & Robert Ashton
Michael & Karen Bouthillette
Lawrence & Susan Bruce
Francis and Marquita Bushey
Thomas Collins
Raymond Cota
Louise Counos
Ronald & Joan Ducolon
Kenneth & Judy Holzscheiter
Carol & Ebenezer Johnson
Jane LaRock
Gene MacCallum
Joseph Pare
Pauline Pare
Ella Shapiro

In Memory of Gardner Wetherby

Blue Seal Feeds
DEBKO, Inc.
Allen & Lori Sturgeon
United Steel Workers
Local 340

The Run for Jim Sponsors

A.M. Peiche
A.N. Deringer
Cross Consulting Engineers
Energizer
Fiddlehead Family Dentistry
Franklin County
Rehab Cener
Freedom Medical
Handy Group, Inc.
Hannaford
Heald Funeral Home

Holiday House
JC Image
Kinney Drugs Foundation
Northwestern
Medical Center
Mylan Technologies
Peoples Trust Company
Kevin Smith's
Sports Connection
Kittell, Branagan, & Sargent
RL Vallee/Maplefields
St. Albans Recreation
Department
St. Albans Messenger
Smith Barney
Swanton Lumber
The Tyler Place
Total Home Center
Union Bank
Martin Wennar, MD
Xtreme Graphix

Healing Circle Breast Cancer Support Group

In Memory of Jeannette Fortune

John & Linda Cushing
Chad & Sheila Eaton
John & Jane Ferland
Maurice Laroche
Ginnette Young

Martin H. Wennar, MD Health Education Scholarship Fund

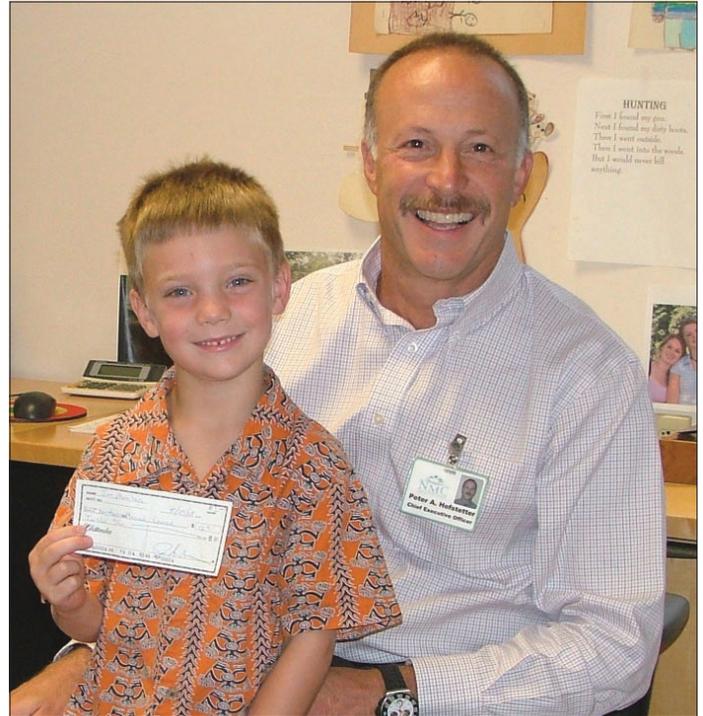
Roland Adamsons, MD
Honora Bechard
Jeanne Begnoche
Ben & Jerry's
Laura Bellstrom, MD
Ron & Casey Benedict
Kiersten Bourgeois
Steve & Debbie Bourgeois
Kevin & Tammera Brown
Lawrence & Susan Bruce
Jim Bryce & Betty Martell
William Cain
Sandra Chagnon
Mary & Emanuel
Chiappinelli, MD
Alice Christian
Wilma Cowie
Richard & Catherine
Cummings
Stacie & Andrew Dougherty
Dina & Thomas Dowhan, MD
Stephen Eppler
Angelo & Betty Finelli
Betty Finn
Elisabeth Fontaine, MD &
Armand Morin
Theresa Gendreau
Natalie & Wallace Good, MD
Carol & David Groening, MD
Virginia Hall



Finding the perfect gift is always a challenge, but what do you get for those people who have everything? By combining gifts for Christmas, her parents' 80th birthdays as well as their 60th wedding anniversary, Pam and Peter Cross chose to make a donation to NMC's Jim Bashaw Cancer & Catastrophic Illness Fund in their honor. Pam & Peter's gift was recognized with a leaf on NMC's Tree of Life, which reads, "In honor of Therese and Trueman Bryer."

Warren & Barbara Hamm
 Hardy Structural Engineering
 Jeremy Hatch, MD
 Pauline Helias
 Peter Hofstetter
 Norma Holden
 Kenneth & Judy Holzscheiter
 Robert & Carrie Johnson
 David Knightes
 Taini Labier
 Michelle Lawrence
 Robert & Beverly LeClair
 Marie Limoges
 Sally Lindberg
 John & Joy Liptak
 Carol Livingston
 Daniel Luneau
 Peter Martin
 Mark McGinn
 David & Cathy Montagne
 MVP Health Care
 Judy & Joseph Nasca, MD
 John & Helen Newton
 Tom & Susan O'Brien
 Richard & Leona Palmer
 Deforest Paquette
 Burton & Celia Paquin
 Carolyn Parsons
 Stephen Payne, MD and
 Marietta Scholten, MD
 Albert & Marcia Perry
 Donald and Jeanne Poirier
 Gregory Rainville
 Mildred Reardon, MD
 James & Sandra Robinson
 Toby Sadkin, MD &
 Frank Cioffi
 Jennifer & Sean Savage
 Gail & Ned Shulman, MD
 Ted Sirotta
 Helen Soule &
 Richard Donahey
 Carol Streeter

Heather Streeter &
 Lonnie Burke
 Lowrey Sullivan, MD
 Kathleen Tabor
 Leonard Tremblay, MD
 Madalyn Tulip
 Ted & Cathy Tyler
 Juanita Viens
 Martin Wennar, MD
 Todd & Valerie Wennar
 Joan Wilson
 Henry Wirts
 Dana & Barbara Wolcott
 Richard Woods
 H. Taylor Yates, MD
 Sandra & Robert Zelazo, MD
 Judy & Frank Zsoldos, MD
 Karl & Jane Zurn



Liam Monahan, age 5 1/2, presented a check for \$12.00 to Peter Hofstetter, Northwestern Medical Center CEO, in August. Liam, the son of Jim and Meredith Monahan, MD, of St. Albans Town, set up a lemonade stand at his home — just across the street from his neighbors who were having a lawn sale. He decided to donate the money he raised to the hospital to help purchase toys for kids who need care on the hospital's Family Birth Center.



For Christmas, the children of Patty Walsh (Emergency Department nurse from 1953-2001) made a donation in their mother's honor. On Sunday, February 24th, 9 of Patty's 10 children and their families were on hand as she attached the Leaf to the Tree of Life in the NMC entryway.

Welcome to Our Newest Physicians



Michael Barnum, MD
Orthopaedic Surgery



Gregory Brophey, MD
Ophthalmology



Sherry Cipriano, DO
Emergency Medicine



Adrian Webb, MD
Psychiatry

FY'08 Active & Associate Physicians

Allergy & Asthma

William Newman, MD

Anesthesiology

Roland Adamsons, MD

Janice Gellis, MD

Wallace H. Good Jr., MD

Thomas Harrison, MD

Stephen Mason, MD

Edward Pomicter, MD

William Roberts, MD, PhD

Ear, Nose & Throat

Paul Julien, MD

Emergency Medicine

Sherry Cipriano, DO

Louis Dandurand, MD

James Duncan, MD

John Dunn, MD

Andrew Felsted, DO

Uwe Goehlert, MD

Edward Haak, DO

Marc Kutler, MD

John Minadeo, MD

Family Practice

Lorne Babb, MD

Michael Corrigan, MD

Stewart Manchester, MD

Terri Nielsen, MD

Toby Sadkin, MD

Mara Vijups, MD

General Surgery

Michael Kennedy, MD

Stephen Payne, MD

Joe Salomone, MD

Michelle Sowden, DO

Gynecology Oncology

Gamal Eltabbakh, MD

Hospitalist

Robert Cochrane, MD

Mark Silverstein, MD

Lavi Roghati, MD

Internal Medicine

Teig Marco, MD

John Nicholson, MD

Amy Roberts, MD

Ned Shulman, MD

Audrey von Lepel, MD

Robert Zelazo, MD

Frank Zsoldos, MD

Obstetrics &

Gynecology

Elisabeth Fontaine, MD

Lowrey Sullivan, MD

Leonard Tremblay, MD

Mary Ann Yeatts-Peterson, MD

Ophthalmology

Gregory Brophey, MD

Thomas Dowhan, MD

Oral Surgery

Robert Lesny, DDS

William Purdy, DDS

Orthopaedic Surgery

Michael Barnum, MD

Robert Beattie, MD

Jeremy Hatch, MD

Pathology

Peter Burke, MD

Thomas Suppan, MD

Pediatrics

Laura Bellstrom, MD

"Chip" Chiappinelli, MD

John DiMichele, MD

Deanne Haag, MD

Fred Holmes, MD

Meredith Monahan

Roya Mansoorani, MD

Joseph Nasca, MD

H. Taylor Yates, MD

Heidi Zvolensky, MD

Podiatry

David Groening, DPM

Psychiatry

Ajaz Iqbal, MD

David Mooney, MD

Steven Sobel, MD

Adrian Webb, MD

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Luis Gonzalez, MD

Nancy Hickey, MD

Quentin Rose, MD

Walter Wagenknecht, MD

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John Whitney

Joan Wilson

Penny Wright

Frank Zsoldos, MD

J. Brooks Zurn

Jane Zurn

Karl Zurn

Our QHR Connection

QHR is one of the quiet partners in NMC's success. Dating back to the merger in the late 70's, NMC has enjoyed the benefits of management, consulting and education services provided by QHR, formerly known as Quorum Health Resources.



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