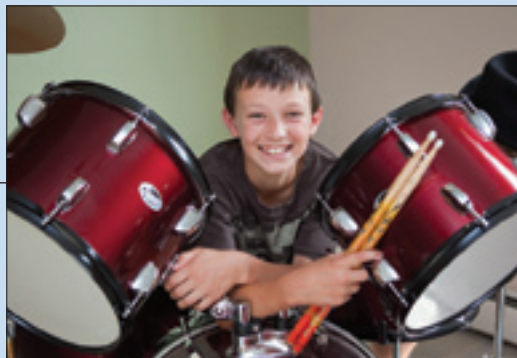


{ Quality Care } *we do that here.*



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 years to come.

Our mission is to provide access to optimal health care. Pursuing that mission makes us a bustling, surprising place. Each year, our staff of 600 employees and 75 physicians care for approximately 1,900 inpatients; 450 newborns; 3,000 surgical patients; and 28,000 Emergency Department patients. We are incredibly proud of the warmth of the care they provide — and just as proud of their quality and efficiency:

- For the second year in a row, 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 (see page 11);
- NMC's rate of infection after surgery continues to be below 1% — a fraction of the national rate (see page 12);
- NMC ranks at the median of Vermont's hospital in "costs per adjusted admission" as reported by Vermont's Health Care Administration (BISHCA); and
- NMC maintains one of the safest hospital work environments, as evidenced by our "MOD Rating" of less than 0.75 (see page 8).

With net revenues of over \$65 million, NMC ranks as a major employer and a significant economic presence in the region. As such, we are very active in efforts to make northwestern Vermont an even more wonderful place to live. We are pleased to bring a spirit of collaboration and a "can do" attitude to those efforts.

"I don't believe anything could be improved. The staff was very professional, yet warm and caring. The hospital was very pleasant, more like a hotel than a hospital. I would like to thank everyone for their excellent care. I would recommend NMC to anyone." - Patient Comment



At NMC, we believe a better environment for care begins with a better environment for caregivers. During the past year, we've highlighted that environment in our "Work. Life. Balance." communications, sharing employee stories to help other talented professionals better understand the opportunities here at NMC.

Our Report to Our Community

Fiscal Year 2009 was a time of unexpected leadership transition for Northwestern Medical Center. Our Chief Executive Officer, Peter Hofstetter, accepted a hospital CEO position in Taos, New Mexico — leaving NMC after 15 years of exceptional service. With an industry average CEO tenure of approximately 5 years, Peter's long career brought unusual stability and continuity of purpose to our hospital. Wes Oswald, our interim CEO, also brought a welcome sense of continuity to NMC — as he was NMC's CEO from 1982 to 1987.

As this report goes to press, NMC has just recruited a permanent CEO — a search that involved the Board, Medical Staff representatives, Leadership Team, Managers, and QHR, with input from the hospital family and our community. We are very pleased that Jill Berry Bowen of Maine has accepted the position and will join our team in early FY'10.

Amidst this transition, your community hospital has continued to move forward. This report speaks of award-winning patient satisfaction, continued excellence in core measures, and exciting happenings. We are very proud of the efforts of our staff and delighted to see those efforts recognized with a second set of national awards from Avatar.

NMC experienced a very soft financial start to Fiscal Year '09, losing money from hospital operations during the first three months. Fortunately, with careful management of our expenses and rejuvenated patient volumes, we were able to recover. As the financial report on page 3 shows, we are projecting a positive bottom line from hospital operations for the year.

We are looking forward to two major initiatives in Fiscal Year 2010. NMC is in the midst of obtaining a Certificate of Need for our proposed Electronic Medical Record / Hospital-wide Computer System. This multi-year effort will create an enhanced level of integration to improve patient safety while eliminating manual processes. We are also amidst our Facility Master Planning process: looking at the facility needs of the hospital ten to twenty years from now. This comprehensive analysis and space planning effort will set the stage for NMC to care for our community well into the future.

In addition, we continue to work to strengthen our relationships with the physicians. We continue to recruit physicians to meet the needs of the community, with a particular emphasis on expanding access to adult Primary Care in the coming year.

On behalf of the entire NMC staff, we thank you for your continued support of your community hospital.

Sincerely,



John Casavant
John Casavant
President of the Board



Wes Oswald
Wes Oswald
Interim Chief Executive Officer

Financial Report

	Actual 2008	Projected Actual 2009	Budget 2010*
Unrestricted Revenue & Other Support			
Patient Services Revenue	\$95,620,789	\$117,240,304	\$122,609,361
Less Subsidies to Medicare and Medicaid	31,743,860	40,114,262	43,604,363
Less Other Contractuals	6,661,826	10,693,816	10,034,056
Less Free Care	<u>993,962</u>	<u>1,054,839</u>	<u>1,226,094</u>
Net Patient Revenue	56,221,141	65,377,388	67,744,848
Other Operating Revenue	<u>1,346,181</u>	<u>1,259,349</u>	<u>1,153,413</u>
Total Revenue and Other Support	<u>57,567,322</u>	<u>66,636,737</u>	<u>68,898,261</u>
Expenses			
Salary and Wages	23,598,802	26,169,524	26,877,174
Employee Benefits	5,328,001	6,394,532	7,318,620
Supplies	7,172,527	9,146,391	9,488,931
Contracted Services	8,447,400	8,796,211	8,708,514
Travelers Expense	577,257	284,592	326,134
Other Operating	3,720,843	3,886,129	4,146,349
Provision for Bad Debt	3,345,844	4,016,327	4,291,328
Medicaid Tax	695,608	1,343,805	1,664,631
Depreciation and Amortization	3,216,313	3,206,373	3,592,765
Interest	<u>523,908</u>	<u>506,929</u>	<u>452,850</u>
Total Expenses	<u>56,626,503</u>	<u>63,650,813</u>	<u>66,867,296</u>
Income from Operations	<u>940,819</u>	<u>2,985,924</u>	<u>2,030,965</u>
Non-Operating Income			
Net Investment Income	908,065	(200,000)	775,000
Other	<u>(171,395)</u>	<u>(875,000)</u>	<u>103,852</u>
Total Non-Operating Income (Loss)	<u>736,670</u>	<u>(1,075,000)</u>	<u>878,852</u>
Excess of Revenue and Other Support Over Expenses	<u>\$1,677,489</u>	<u>\$1,910,924</u>	<u>\$2,909,817</u>

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

Statistics

	Actual 2008	Projected Actual 2009	Budget 2010*
Clinical Statistics			
Admissions	1,891	1,882	1,953
Total Patient Days	6,085	6,087	6,709
Average Length of Stay	3.22	3.23	3.40
Emergency Department Visits	28,521	28,152	28,755
Births	470	419	452
Surgeries	3,008	3,107	3,001
Diagnostic Imaging Exams (A)	52,089	52,112	55,641
Laboratory Tests	326,038	334,725	334,484

(A) These include X-ray, Ultrasound, Nuclear Medicine, MRI, Cat Scan, Bone Density

Financial Statistics

Medicare/Medicaid % of Patient Revenue	56%	56%	57%
Days in Accounts Payable	37.0	41.3	40.0
Days in Accounts Receivable, Net	34.3	35.4	33.0
Age of Plant (Years)	8.5	9.7	9.6

Workforce Statistics

Number of Employees	554	565	—
Number of Full-time Equivalents	375	430	451
Number of Scholarship Students	14	15	19
Turnover Rate	11%	4%	< or = 12%
Number of Active Volunteers	167	154	—
Number of Volunteer Hours	18,922	18,964	—

Projects Promote a Healthier Financial Outlook at NMC

As changes to the economy make us all more cost conscious, we've looked within our own systems in the past year for ways to ensure we're receiving payment for services and achieving cost savings. Two efforts, highlighted below, are good examples of smart business practices put in place at NMC to promote a healthy financial future.

Point of Service Co-Pay Collections for Care

"Research shows that patients want to know what they owe and what their responsibility is going to be right up front," says Jill Torrey, Patient Access Manager. "We felt there was an opportunity in the Emergency Department to educate patients about their payment responsibility and to collect their co-pays at the time of service."

Last October, patients visiting the Emergency Department began seeing a new process when they completed their ED visit. Patients now check out with the Clinical Support Associates (formerly known as Patient Registrars) after their visit is complete. The goal of the check out process is to: 1) verify insurance; 2) make the patient aware of our new co-pay collection policy; 3) make the patient aware of any co-payment due; and 4) when the patient is unable to pay the co-pay at that time, have the patient leave with a letter explaining what is due and a return envelope to help them send in the payment easily.

Jill adds, "We recognize that people are coming to us in emergent situations and are sometimes unprepared to pay their co-pays on the spot, but to everyone's surprise, patients have been very receptive to the new process."

Jill says that since most patients are already in the habit of making co-payments at the time of service at their doctor's office, it has helped patients understand the process. Also, the educational tone of the conversation has made the process easier for both staff and patients — the conversation occurs once care has already been rendered, so at no time will a patient feel like they will be denied access based on ability to pay.

Efficiency Project Provides Energy Savings

Over the summer, NMC worked with Efficiency Vermont on a pair of projects that will save energy and reduce hospital costs. Through this collaborative effort, we replaced light fixtures in our parking lots — which will save an estimated 11,200 kWh of electricity per year! We also overhauled the lighting within Cobblestone Health Commons, resulting in an additional projected electrical savings of more than 24,500 kWh. Combined, that savings reduces costs at the hospital by more than \$4,000 per year.

Efficiency Vermont paid for the majority of these improvements while NMC made a payment equal to the estimated savings in the first year. So, by the end of year one, the projects are completely paid for and NMC has achieved 100% return on investment. In return, NMC will significantly reduce its electric load at a time when electricity demand is outpacing supply in the greater St. Albans-area.

These efficiency improvements are just two examples of how NMC continues to seek out ways to be a responsible corporate citizen — both financially and socially. "Saving money helps NMC; saving energy helps us all," says Leo Gaudreau, NMC's Plant & Property Manager, who worked with Efficiency Vermont to arrange these projects.



Our Year In Review

FY '09 has been an exciting year at NMC, with new programs, new faces, and new initiatives keeping us all busy! Here is a glimpse at some of those activities over the past year:

Healthier Employees Through Healthy Ü

The year started with an exciting expansion of the employee wellness benefit, created based on national research and input from NMC staff. Healthy Ü allows employees to participate in an expanded variety of wellness offerings relating to the five components of the program:

- Understanding Your Health Risks;
- Being Tobacco Free;
- Participating in Preventative Screenings;
- Reimbursement for Physical Activity; and
- Participating in NMC wellness offerings.

As an expansion of our benefit package, participation in The Healthy Ü programs provides financial incentives to full and part-time employees. Our goal is to get as many people to participate as often as possible — as research shows that the more someone participates, the lower their health risks will be. In the first year, the goal was to have 55% participation in the Health Risk Appraisal portion of the program — our Health Promotion staff is happy to report a whopping 91% participation amongst our staff!

Introducing Specialized Spinal Surgery

Specialized spinal surgery and expanded access to general orthopaedic surgery is now available at NMC, thanks to the recruitment of Dr. Michael Barnum and the hospital's investment in a specialized spinal positioning table for use in the surgical suite.

To say the least, Dr. Barnum and this new orthopedic niche for NMC have been well received by our community and beyond. Patients suffering from back ailments — such as compressed discs and various traumatic injuries caused by car accidents, sports injuries and falls — do not have to travel outside our community any longer for their surgical care.

Dr. Barnum has significant experience and training in spinal surgery, including a fellowship at Brown University, where he was also a clinical instructor for the Orthopaedic Surgery Department. Dr. Barnum is seeing patients at the Synergy Orthopaedics office in St. Albans along with Doctors Beattie, Landfish, Hatch, and Gellis.



Athletic Trainer Joins the Team

Last fall, NMC added a new public face to our Rehab Services Team. Julie Walsh, a Certified Athletic Trainer, joined our staff, and has been working actively with BFA St. Albans athletes for the past year. Julie's role is to serve as a first responder when an athlete is injured, as well as to provide proactive support to keep the players in the game — or return to play as soon as is medically advisable.

On the addition of Julie to the team, Dan Marlow, Athletic Director, BFA St. Albans, said, "Julie has been a welcome addition to our staff. She brings a calming influence to what are often emotional situations. Staff, parents, and most importantly, the athletes, have all responded very well to her caring, professional manner."





The Convenience of Walk-In Care

The Northwestern Walk-In Clinic officially opened its doors for business on Monday, May 11th. Conveniently located just off I-89 at exit 18 on Route 7, the Northwestern Walk-In Clinic provides increased access to health care services in Franklin County.

The Northwestern Walk-In Clinic is a new option for treating minor (non-emergent) health care needs, with no appointments necessary. The clinic, which has been busier than expected in the early stages of operation, treats a wide range of conditions including: flu & colds, sore throats, fevers, sprains & strains, minor burns, x-rays and minor injuries, lacerations/stitches, immunizations, physicals for sports, camps & DOT, urinary tract infections, and more.

Convenience is key at the Northwestern Walk-In Clinic, featuring hours in the morning before work, during the day, after school, into the evening, and on Saturdays.

NMC x-ray & mammography services are also available within the Northwestern Walk-In Clinic. Our MammoPad and digital mammography screening process offer the latest in comfort and technology. No appointments are necessary. However, an order form from a provider is required.

NMC also offers Performance Rehab services within the new space. Highly trained therapists with research-based approaches and wonderful new equipment will help athletes get back in action and others to achieve their maximum performance.



**Northwestern
Walk-In Clinic**

Convenient Care, No Appointment Necessary.

Fresh Vegetables On Campus

The first season of the NMC Community Garden didn't exactly go as smoothly as planned, but even the dreary weather and a pair of munching gophers couldn't dampen the spirits of Lisa Clark, Restaurant & Catering Manager, and the others gardening there!

Seventeen gardeners signed up and made use of land on our campus, in addition to an NMC garden plot. Plots were made available to all employees of NMC, Northwestern Counseling & Support Services, and the Doctors' Office Commons for a small fee. Water and a garden shed stocked with tools were available on site, and a bulletin board provided communication with the various gardeners.



From the NMC garden, they were able to harvest many herbs, squash, zucchini, grape tomatoes, and cucumbers that have been used in hospital meals. Patrons to the NMC Courtyard Café will have seen items like "roasted squash & zucchini salad" on the salad bar and fresh herbs in many recipes.

Our Year in Review

Prescription Drug Abuse & Addiction Collaboration

The Franklin-Grand Isle Community Forum has been busy planning and implementing a pair of educational offerings this year. The Forum is a volunteer, multi-disciplinary community organization, lead by Dr. Ed Haak of NMC's Emergency Department, which designs innovative community-wide practices involving both community members and health care providers in managing chronic pain and addressing problems associated with the identification and treatment of prescription drug abuse and addiction.

In the spring, the Forum offered a "Community Conference on Prescription Drugs," a free offering to the general community to raise awareness of the problem of prescription drug use, abuse and addiction, and the state and local resources that are available to help us address this growing problem. The Conference included a number of presentations, workshops, and a day-long Resource Fair.

In late October 2009, the forum hosted a conference for providers, "Managing Chronic Pain While Keeping the 'Control' in Controlled Substances," at the Hampton Inn in Colchester, Vermont. This symposium provided specific knowledge and skills associated with safe prescribing and covered areas of epidemiology, legal and regulatory issues, as well as clinical strategies for managing difficult patient situations. It was open to providers throughout New England, and included a webinar series provided by the Center for Substance Abuse Treatment, SAMHSA.

H1N1 (Swine Flu) Preparation

NMC has been working closely with the Vermont Department of Health for many months, monitoring the spread of H1N1 and preparing our own readiness to react to the spread of H1N1 in our area. As the situation in northwestern Vermont changes through flu season, so will NMC's response — any changes to visitation or care protocols will be communicated through the local media and the hospital website.

NMC, along with the Vermont Department of Health and the Centers for Disease Control, continue to update their individual websites with information on the prevention of the spread of the seasonal flu and H1N1 and related information. For up-to-date info, please visit: www.NorthwesternMedicalCenter.org, www.healthvermont.gov, or www.flu.gov.

What to do about the Flu guidelines for deciding about care



Illness in an Adult or Child

The person does not have fever (temperature less than 37.8°C or 100°F), but does have one or more of the following:

- › Sore throat
- › Runny nose
- › Stuffy nose
- › Cough

Probably a cold

Rest indicated
Home care as needed

Flu-like illness in an Adult or Child

The person has fever (temperature is greater than 37.8°C or 100°F), a sore throat or cough, and may have one or more of the following:

- › Significant fatigue
- › Headache
- › Chills
- › Muscle or body aches
- › Sometimes diarrhea or vomiting

May be the flu

Consider alternative diagnoses, e.g. Strep throat
Stay at home and rest until no fever for at least 24 hours

See CDC home care information:
www.cdc.gov/h1n1flu/sick.htm

Adult or Child at Risk of Complications¹

The person has a flu-like illness and has risk of developing complications:

- › Children under 5 years of age—especially children under 2.
- › If child is less than 3 months old, **Do Not** give fever medicine before seeking medical advice.
- › Pregnant women
- › Individuals with chronic lung, heart, kidney, liver, neurological, immune system diseases or other conditions which predispose complications
- › Persons 65 and older

Adult or Child Without Other Health Problems¹

The person has a flu-like illness and one of these symptoms:

- › Shortness of breath, difficulty breathing, painful breathing
- › Fever in a child who is too quiet and less active than normal, or who refuses to play or is agitated
- › Illness returns after apparent recovery
- › You feel the person is severely ill and you need help caring for them

CALL
your health care provider.

Emergency Warning Signs in a Child¹

- › Fast breathing or trouble breathing that persists or worsens
- › Bluish skin color or lips
- › Dehydration suspected: No urine output for more than 8 hours **AND** very dry mouth, no tears **AND** not taking or able to hold oral fluids
- › Not waking up or not interacting
- › Symptoms improve then return with fever and worse cough
- › Fever with a rash

Emergency Warning Signs in an Adult¹

- › Difficulty breathing that persists or worsens
- › Pain or pressure in the chest or abdomen
- › Sudden dizziness
- › Confusion
- › Severe or persistent vomiting

Contact your health care provider **IMMEDIATELY**
OR
Go to the emergency room.
Call 911, if necessary

¹ The Vermont Department of Health recognizes that there may be situations where some conditions may be managed at home with proper intervention.

Embracing Five Star Caring

With two national awards for overall patient satisfaction in hand, how does NMC maintain (and improve) our customer service? By embracing *Five Star Caring*, a new comprehensive approach to keeping service excellence fresh at NMC. A new multi-disciplinary Service Excellence Team, led by Jane Catton, NMC's Chief Quality Officer and Director of Process Improvement, is working to create the *Five Star Caring* approach. Sub-committees are working on:

- Service Philosophy and Service Standards: putting our approach to customer service in writing and all committing to it;
- Communications and Awareness: letting everyone know about our emphasis on service excellence and the status of our efforts;
- Training and Education: building the skills and understanding necessary to support our shared approach;
- Interviewing and Selection: ensuring the new employees we hire are brought in with customer service in mind;
- Recognition and Celebration: creating more effective ways to highlight instances of great customer service and other successes;
- Measurement / Service Obstacle System: monitoring how we are doing and eliminating barriers to service excellence;
- Management Accountability / Employee Competencies: integrating customer service more deeply into our performance feedback systems.

"Service excellence is alive and well all around the hospital," said Jane. "We're looking at what we can do to keep improving. We want to empower staff to be proactive with customer service. We want to do a better job of recognizing and celebrating their efforts. Through *Five Star Caring*, we believe we can do all that — while strengthening our patients' loyalty and improving our environment of care."

This new initiative flows directly from the hospital's strategic planning. "Service excellence is critical to the viability of the hospital because the consumers, our patients, have a choice of where to go for their care. We need to be on top of our game in terms of customer service," said John Casavant, President of the NMC Board of Directors. "Beyond that, it's the right thing to do for our patients. It's what we want when we come into an institution like this and it's what we want for our friends and family."

Excellence in Workplace Safety

In May, NMC was honored for "unprecedented" safety performance in healthcare, by earning the Governor's Award for Outstanding Workplace Safety. With a MOD rating of 0.76 for the '08-'09 plan year, NMC had only 2 open workers' compensation claims and zero lost workday claims in the past four years.

The MOD rate is used to set workers' compensation premiums. The average experience MOD rate is 1.00, meaning that a company has average workers' compensation losses for its industry and will pay 100 percent of the manual premium set by the state. In NMC's case, with a MOD rating of 0.76, the hospital only pays 76% of its manual premium. This effectively gives the hospital a 24 percent discount for having lower than average losses, claims, and injuries.

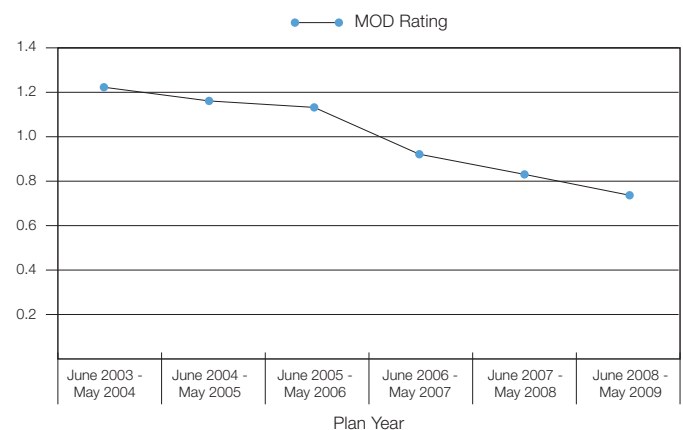
Mary Lou Beaulieu, NMC's Chief Compliance Officer and Director of Human Resources, said, "NMC has created an employee-focused, cost-saving, culture of safety. We have been able to achieve this through an aggressive approach to preventing injuries — including efforts around safe lifting, avoiding needlesticks, decreasing repetitive motion injuries, etc. — the ability to care for staff injuries through Northwestern Occupational Health and here at NMC; and a personalized approach to managing workers' compensation cases."



FIVE STAR CARING

NMC'S COMMITMENT TO SERVICE EXCELLENCE

NMC's MOD Rating



Stories from Our Community

In 2008, we began sharing stories from our community to help illustrate the kind of care and service provided at NMC. We received great response to those stories. It turns out, people enjoy reading good news and appreciate learning more about the capabilities of their community hospital. We are continuing to share [we do that here](#) stories to help make sure our hospital is not a “best kept secret,” so folks do not end up traveling outside their community for care they could have received right here, close to home. Here are three patient stories — and one that reflects so nicely on the hard work of our staff, we couldn’t resist telling it again!

Sandi Fiaschetti of St. Albans was in her kitchen two and half years ago, turned quickly and heard a snap. She quickly started losing the use of her left knee. Over time, she started doing less and less. “I was giving up things most people do everyday.” Yet, after partial knee replacement surgery and physical therapy at NMC, she’s back to her old self. “I told Dr. Beattie, ‘you’ve given me my life back!’”



Sandi Fiaschetti, St. Albans

Wendy Campbell of Swanton has been diligent about having her annual physical. Last year, the unthinkable happened; her mammogram indicated she had a lump so small that it could not yet be felt. Her physician, Dr. Frank Zsoldos, immediately set up an appointment with Dr. Michelle Sowden, and within three days, her surgery at NMC was complete. It’s too early to declare victory, but for now, the cancer is in remission. Wendy’s now enjoying the company of her newest grandchild, Ben, and is pleased that she had her mammogram.



Wendy Campbell, Swanton



It was supposed to be Steven's big day; he'd been practicing all year for the Spring Band Show. But, while moving his drums in the afternoon, he sliced open his hand, requiring seven stitches. Fortunately, he was seen quickly at the Northwestern Walk-In Clinic in Georgia, and that meant Steven was back on stage in plenty of time to rock his solo, much to the delight of his family and friends.



For the second year in a row, we've received a prestigious national award recognizing our outstanding patient satisfaction scores. The award is given by Avatar International, a leading research firm that surveys patients about their level of satisfaction with healthcare services. NMC is one of approximately 300 hospitals nationally using the Avatar system, and one of only 20 hospitals being recognized with this honor.

• *we do that here.*

For more information about NMC's services, call Janet at 802-524-1280 or visit www.NorthwesternMedicalCenter.org.

Public Reporting

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 annually.

Access to Current Data

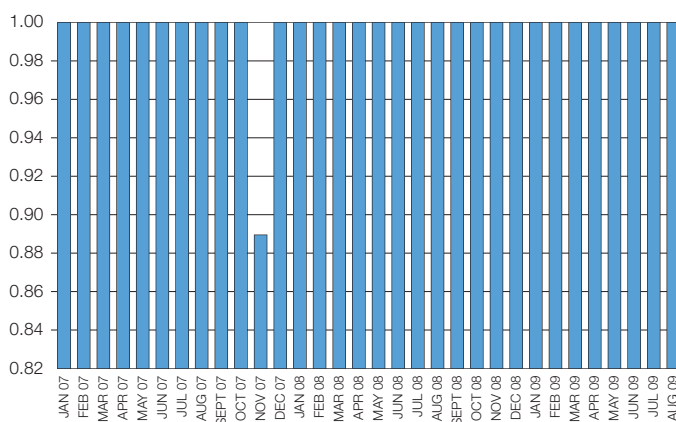
While this report and the mandated hospital report card website share data with the community on an annual basis, NMC has opted to go beyond the mandate. We carry a "Quality Updates" section on the NMC website, which provides our community with access to updated Core Measure data (samples to the right).

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 part of 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. 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

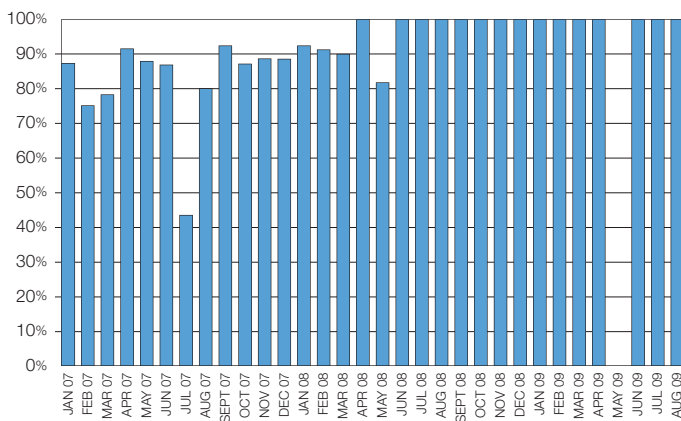


What this means: The percentage of patients given an LVF assessment.

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 "LVF assessment". The results of this test will tell your provider how well your heart is pumping.

Venous Thromboembolism (Blood Clot) Prophylaxis Ordered for Surgical Patients

A higher score is better

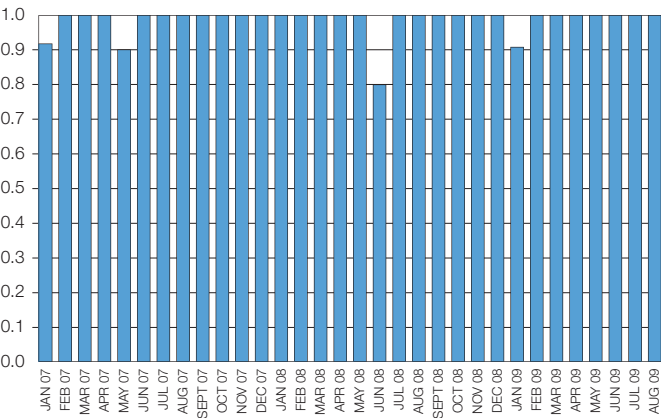


What this means: The percentage of surgical patients who received the appropriate venous thromboembolism prophylaxis.

Why this is important: Scientific studies show that venous thromboembolism (VTE) prophylaxis is the most effective strategy to reduce the risk of developing VTE (also known as a blood clot). According to Heit et al, surgery was associated with over a twenty-fold increase in the odds of being diagnosed with VTE. Using the appropriate preventative measures greatly reduces this risk.

Initial Antibiotic Within 6 Hours

A higher score is better

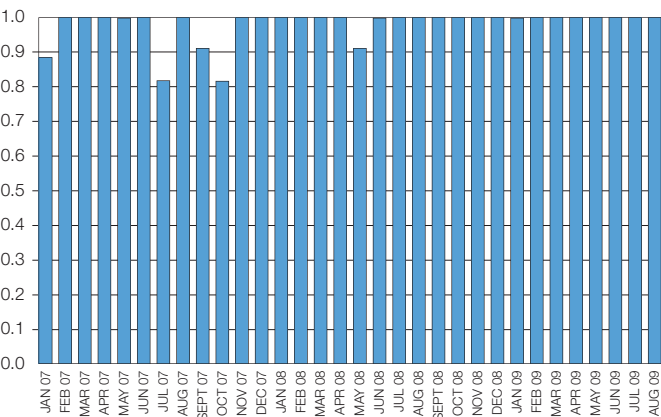


What this means: This is the measure that shows the percentage of pneumonia patients who were given an appropriate antibiotic within 6 hour of arriving at the hospital.

Why this is important: Patients who receive appropriate antibiotics within 6 hours of their 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



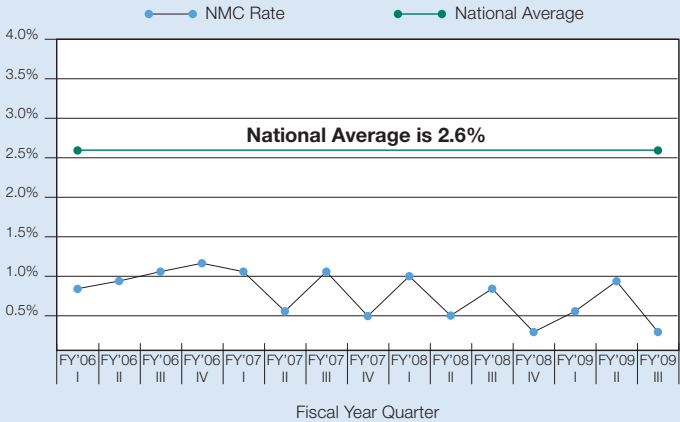
What this means: This is a measure that shows the percentage of surgical patients that received the appropriate prophylactic antibiotic for their specific surgical procedure.

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.

Quality Data Reflects Quality Surgical Care

An infection following surgery is not part of an ideal outcome, so the staff at Northwestern Medical Center works tirelessly (and successfully) to reduce the risk. As shown in the graph below, our surgical infection rates continue to be significantly below the national average (as estimated by the Institute for Healthcare Improvement).

Rate of Infection After Surgery



This safer environment for patients is made possible through the ongoing hard work of our entire team (nurses, environmental services staff, central sterile techs, and surgeons, to name a few) and we tip our hat to them in appreciation!

The graph is an example of the data you will find in the "Quality Updates" section of www.NorthwesternMedicalCenter.org where we post our updated quality data each month, just days after the hospital Board reviews it. To learn more about NMC's quality performance, please visit our website.

Gifts from Our Community



Sons Honor Mother with Donation to NMC

On Tuesday, August 11th, at an intimate gathering in the entryway of Northwestern Medical Center (NMC), the family of Marie Trahan, RN, placed a Leaf on the hospital's Tree of Life. Marie was a nurse at NMC for 45 years, and passed away on December 10, 2008. Marie's sons opted to make a contribution to the Martin H. Wennar MD Health Education Scholarship Fund in Marie's memory, which resulted in the engraved Leaf. *Pictured: Front row, left to right: Alison Trahan, Scott Trahan, Austin Trahan, Linda Fletcher; Back row, left to right: Amy Trahan, Kevin Trahan, Deanna Trahan, Gabrielle Trahan, Karen Trahan, Susan Trahan, Richard (Skip) Trahan and Shawn Trahan.*

General Donations

Randy & Andrea Brock
Frances Chouinard
Bonnie Evans
David Juairé
Northwest Unit for
Special Investigations
Ginette Riopel

In Honor of Richard Dickinson, DMD

Northeast Delta Dental

In Memory of Deogracias Esguerra, MD

NMC Auxiliary
Kenneth & Judy Holzscheiter

In Honor of Peter Hofstetter

Judy Ashley-McLaughlin
Steven & Debbie Bourgeois
Lawrence & Susan Bruce
John & Sandra Casavant
Paul & Linda Clark
John & Deanna Edwards
William & Deborah Fletcher
John & Lisa Hango

Paula Kane
Michelle Lawrence
Michael Schnell, MD
Kevin & Margaret Manahan
Richard & Melisande Mayotte
Gregory Mruk
Peter & Patricia Rath
Frank & Judy Zsoldos

In Memory of Avis Maynard

Kenneth & Judy Holzscheiter

In Memory of Marie Mercier

Ron & Eileen Kershner
George & Louise King
Linda Mazrimas

In Memory of Hayley Rae Nielsen

Joyce Nielsen

Managing Chronic Pain Provider Conference

American Cancer Society,
New England Division
Center for Substance Abuse
Treatment/Substance Abuse and

Mental Health Services
Administration
Franklin-Grand Isle Chronic Pain/
Narcotics Community Forum
NMC Auxiliary

Breast Care Services

In Memory of Arcella Bessette

David Bachand
Carleton & Elizabeth Bessette
Winfield & Madeline Bressette
Emergency Department Nursing Staff
Jacques & Martha Charbonneau
Raymond Cota
Bill & Mary Groff
Thomas Howrigan, MD
Gerard & Patricia LaBrie
Barbara Quenneville
Steven & Mildred Rocheleau
Lester & Roberta Schmidlen
Patricia Singer
Kenneth & Sally Smith
Bob & Nora Storti
James & Laura Woodward
Marion & Wayne Young

Community Partners Classic Golf Tournament

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

Anonymous
A.N. Deringer
Bayberry Cottage
Beverage Mart
BFA St. Albans
Blue Cross & Blue Shield of VT
BMTM Inc.
Boat Headquarters
Boyden Vineyard
Brandthorology
Branon's Pools
Burlington International Airport
Champlain Collections
Champlain Country Club
Child Travel
Chittenden Bank
Chow! Bella
Community National Bank
Connor Contracting
Cross Consulting Engineers, PC
Duffy Trash Service
Eaton's Fine Jewelry
Echo Lake Aquarium &
Science Center
Energizer
Enosburgh Inn & Suites
Franklin County Rehab Center
Guy's Unisex Salon
H & B Greenhouse
Hampton Inn
Hackett, Valine, & MacDonald
Inn at Essex
InSight Health
Jay Peak Golf
Jeff's Maine Seafood
J.P. Dunn, CPA
Kevin Smith's Sports Connection
KeyBank
Kissane Associates
Kittell, Branagan, & Sargent
La Quinta Inn & Suites
Maplefields
MBA Health Group
Messenger Print & Design
Morris Switzer
Environments for Health

Mousetrap Pediatrics
 NHL
 Northern Valley Eyecare
 Paquin Motors
 Paul Frank + Collins
 Peerless Clothing
 Peoples Trust Company
 Pie in the Sky
 Primmer Piper Eggleston &
 Cramer PC
 Pyrofax Energy
 QHR
 Rail City Information Systems
 Ruggiano Engineering, Inc.
 Senesac Yamaha
 Shelburne Museum
 Smith Barney
 Smuggler's Notch Resort
 Spirit of Ethan Allen
 St. Albans Cooperative Creamery
 Stanley Associates
 Tanneberger Vet Hospital
 TD Banknorth
 Thai House Restaurant
 The Richards Group
 Total Home Center
 The Tyler Place Family Resort
 Union Bank
 Vermont Federal Credit Union
 Vermont Indoor Golf
 Vermont Lake Monsters
 Vermont Wine Merchants
 Walker's
 Warner's Snack Bar
 W.B. Mason

Concierge Program

In Memory of Anita Laroche

Janasek Sales Co., Inc.
 Norman Laroche
 St. Albans City School Friends of
 Helene Biggie
 Armande Tremblay

Healing Circle Breast Cancer Support Group

In Honor of Faith Layfayette

Charles Layfayette, Jr.

Jim Bashaw Cancer & Catastrophic Illness Fund and/or The Run for Jim and/or the Bowlathon

A.M. Peiche
 A.N. Deringer
 Brandon Marchant
 Cross Consulting Engineers
 David & Donna Ducham
 Elite Body Boutique
 Energizer
 Enosburg Elementary School
 Franklin County Rehab Center
 Freedom Medical
 Gaelic AC
 Handle with Care Massage
 Handy Cars.com
 Handy Group Inc.
 Hannaford
 Heald Funeral Home
 Holiday House
 JC Image
 Jeff's Seafood
 Kevin Smith's Sports Connection
 Kittell, Branagan, & Sargent
 Kinney Drugs Foundation
 La Quinta Inn & Suites
 Leahy Chiropractic
 Mylan Technologies
 Northeast Financial Services
 Northern Valley Eye Care
 Northwestern Medical Center
 Peoples Trust Company
 Pizza Hut
 R.L. Vallee/Maplefields
 Run for Jim Foundation
 Smith Barney
 St. Albans Bowling Center
 St. Albans Cooperative Creamery
 St. Albans Messenger
 St. Albans Recreation Department
 Swanton Lumber
 Sweetie Pies
 TD Banknorth
 Total Home Center
 Trendz Hair Studio
 The Tyler Place
 Union Bank
 The Welden Theater

Martin H. Wennar, MD
 Xtreme Graphix

In Memory of Arcella Bessette

Ruth Gilbert

In Memory of Diane Bryce

Patricia Bryce
 Carol Clokey
 Stacy Maynard
 Marie Prescott

In Memory of Janet Burt

Alice Baker

In Memory of Mary Connor

PBM Nutritionals

In Memory of Nancy Corey

David & Monica Kimel

In Memory of Kermit Fitzgerald

Clarence Brown, Inc.
 Lorie Allen Cross

Marjorie Fitzgerald
 Carmen & Norman Gosselin
 Margaret & John Maynard
 Karl & Jane Zurn

In Memory of Dorothy Howard

Bank of America Charitable
 Foundation
 Walter & Marcella Krul
 Marilyn, Sharon, & Hailee Laidman
 Ginger Lynch, Jennifer Howe, &
 Melissa Nemtz
 William Sweeney
 Pamela Walton

In Memory of Judy Moore

Clifford & Trudy Patterson

In Memory of Cassie Nutter

Jeanne Begnoche
 Harold & Patricia Snow



Bowl-a-thon Raises Record Amount!

As part of the annual Bowl-a-thon event, Jessica Scanlon (*right*) presented roses to Olivia Weed Laporte (*left*) to thank her for all her hard work on the event, which raises money to support the Jim Bashaw Cancer & Catastrophic Illness Fund. Jessica wanted everyone to know how much she appreciated the assistance from the Fund when she and her family needed it. This year's Bowl-a-thon — the largest ever — contributed over \$12,500 to the Jim Bashaw Fund to help support individuals fighting cancer or other catastrophic illnesses. The biggest change to this year's event was adding a second session to allow more bowlers the opportunity to participate.

Gifts from Our Community (*continued*)

Martin H. Wennar, MD **Health Education** **Scholarship Fund** **and/or the Health** **Professions** **Scholarship Dinner**

Ronald & Marsha Anstey
Apria Healthcare
Honora Bechard
Jeanne Begnoche
Bob & Kathy Bessette
John & Claudette Bostwick
Kiersten Bourgeois
Steven & Deb Bourgeois
Grace Dickinson-Branon, DMD and
Dan Branon
St. Albans Duplicate Bridge Club
Kevin & Tammara Brown
Lawrence & Susan Brooks
Michael & Ruth Burfoot
Peter & Donna Burke
William Cain
Raymona Campbell

John & Sandra Casavant
Sandra Chagnon
Mary & Emanuel "Chip"
Chiappinelli, MD
Wilma Cowie
Richard & Catherine Cummings
Angelo & Betty Finelli
Betty Finn
Elisabeth Fontaine, MD, and
Armand Morin
Theresa Gendreau
Nicole Gervais
Natalie & Wallace Good, MD
Carol & David Groening, MD
Guy's Unisex Salon
Nicholas & Faith Hadden
RAdm. Warren & Barbara Hamm
John & Lisa Hango
Jeremy Hatch, MD &
Charlene Young, MD
Pauline Helias
Peter & Christy Hofstetter
Norma Holden
Kenneth & Judy Holzscheiter

Samuel Hudson
Robert & Carrie Johnson
Paula Kane
Beatrice Kimel
Robert & Beverly LeClair
Marie Limoges
Sally Lindberg
Lincare
John & Joy Liptak
Carol Livingston
Dan & Karen Luneau
Steven & Marianne Marshall
Mark & Martha McGinn
David & Cathy Montagne
John & Linda Murray
Judy & Joseph Nasca, MD
Samuel & Elizabeth Nelson
John & Helen Newton
Larry & Carolyn Parsons
Peoples Trust Company
Albert & Marcia Perry
Donald & Jeanne Poirier
St. Albans Electric Appliance Co. Inc.

Gregory Rainville
Kathleen Riley
Sandra & Jim Robinson
Gladys Rocheleau
Toby Sadkin, MD, & Frank Cioffi
Joseph Salomone, MD, &
Patti Shaw, DMD
Sean & Jennifer Savage
J. Michael Schnell, MD
Gail & Ned Shulman, MD
Helen Soule & Rich Donahey
Heather Streeter & Willy Ehrhardt
Karin & Lowrey Sullivan, MD
Kathleen Tabor
Rosalie Teague
Christian Thomas, MD
Nancy Thomas
Julie & Leonard Tremblay, MD
Madalyn Tulip
The Tyler Place Family Resort
Chuck Verderber, DMD &
Lynda Ulrich, DMD
Juanita Viens
Steve & Jan Vittum
Patricia Williamson
Joan Wilson
Sandra & Robert Zelazo, MD
Judy & Frank Zsoldos, MD

In Memory of **Marie Trahan, RN**

Richard (Skip), Shawn, &
Kevin Trahan

In Memory of **Martin H. Wennar, MD**

Ronald & Marsha Anstey
Jeanne Begnoche
Leon & Anne Berthiaume
Tommasina Bissonnette
Mary Bostwick
Leah Coggeshall Bronner
Clarence Brown, Inc.
Michael & Ruth Burfoot
Rosemary Caswell
Cecile Cioffi
William & Therese Cioffi
Franklin County Surgical Associates
Holiday House
Cheryl Decker
David & Kathleen DiPerna
Hibbard & Claire Doe
Melissa Doohar



Dr. Esguerra's Life Honored at NMC

On Friday, May 22nd, friends, family, and former colleagues of Dr. Deogracias Esguerra gathered in the NMC entryway to honor his life by placing a Leaf on the hospital's Tree of Life, thanks to a generous contribution by the NMC Auxiliary. Also as part of the presentation, Dr. Frank Zsoldos, on behalf of the Franklin County Medical Society, presented Dr. Esguerra's wife, Evelyn, with a plaque in honor of his years of service to the local medical community. Dr. Esguerra, a General Surgeon, was a long term member of the NMC Medical Staff. He retired after 35 years of practice in June of 2007, and relocated out of state to be near his daughter's family. He passed away at his home in Buffalo, New York, on February 12, 2009.

Pictured left to right: Tito Rodriuez, George Esguerra, Dominic Esguerra, Antonio Rodriuez, Evelyn Esguerra, and Renita Rodriuez.

Adrienne Doohar,
 Alene Shaffer, & Families
 Thelma Epstein & Linda Tolokonsky
 Donna Gagne
 Jeffrey Goodrich & Erica
 Lombard-Goodrich
 RAdm. Warren & Barbara Hamm
 Peter & Christy Hofstetter
 Kenneth & Judy Holzscheiter
 William & Athena Kouray
 Marion Kramer
 New England Federal Credit Union
 Gino & Erterina Lio
 Tobias & Sara Maguire
 Mousetrap Pediatrics
 Morris & Karen Mulheron
 NMC Auxiliary
 Deforest and Florence Paquette
 Peoples Trust Company
 St. Albans Duplicate Bridge Club
 Harold & Leah Schenkel
 Edward Schumer, DMD
 Theodore & Judith Selfridge
 Mitchell & Faith Silver
 Marvin & Marcia Snyder
 Matthew & Riva Sparks
 Kathleen Tabor
 Madalyn Tulip
 The Tyler Place Family Resort
 Flossie Vernal
 Norman Vester Jr.
 Joan Wilson
 David & Marlene Wry
 Charles & Sandra Yessian
 Sandra & Robert Zelazo, MD

Palliative Care Program

In Memory of Margaret M. Branon

Tom & Sue Howrigan
 Ruth Trzynka

In Memory of Blanche Cignac

Patricia Pigeon

In Memory of Mary Connor

Dickinson & Branon
 Dental Care, PLC
 Steve & Sheri Boylan
 Clarence Brown, Inc.
 Lawrence & Susan Bruce



Dr. Wennar's Life Honored at NMC

On Thursday, October 8, 2009, friends, family, and former colleagues of Dr. Martin Wennar gathered in the NMC entryway to honor his life. The Franklin County Medical Society presented Dr. Wennar's wife, Carol, with a plaque honoring his years of service to the local medical community. In addition, two leaves were presented and placed on the NMC Tree of Life: one from the NMC Auxiliary, and one as the result of the cumulative memorial gifts made by members of the community. Dr. Wennar, a General Surgeon, retired from the NMC Medical Staff in 2002, after 26 years of practice in St. Albans. He passed away on August 1, 2009. *Pictured left to right: Steve Bourgeois, Kiersten Bourgeois, Stacie Dougherty, Andy Dougherty, Deb Bourgeois, Sydnie Dougherty, John Dougherty, Myah Dougherty, Carol Streeter-Wennar, Tim Streeter, Heather Streeter, Willy Ehrhardt.*

Jeff & Patty Bryce
 Holiday House
 Margaret Heald
 Michael & Judy Howrigan
 Thomas Howrigan, MD
 Margaret Lareau
 Handy Dodge Toyota
 Ruby, Marion & Marie Minor
 Robert & Sandra Pratt
 Edith Rillo
 Gladys Rocheleau
 Lynne Tetreault
 Mary & Michael Wright &
 Imogene Collins
 Doris Yeatts

In Memory of Gladys Elwood

Franklin Foods, Inc.
 Joel & Christine Clark
 Alan & Faith Jones

In Memory of Ardyce Klette

Andy & Margaret Brosseau

Margaret Bruce
 David & Donna Ducham
 Margaret Heald
 Doris Hughes & Mara Vijups, MD
 Mary Ellen Jolley

In Memory of Anita Laroche

Barry Callebaut
 Barry Callebaut Employees
 Yolande Hartmann

In Memory of Elmer (Bob) Leduc

Arthur & Kathryn Brouillette
 Janet & Robert Duquette
 Lee & Edna LaDue
 Hubert LeDuc

In Memory of Bruce Stanley

MVU XStream Team
 PBM Nutritionals
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 Carleton & Elizabeth Bessette
 Champlain Chevrolet

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 Growing Maples Farm
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 David & Joan Magnant
 Thomas & Nancy Magnant
 James & Madeline Miller
 Stanton & Betty Montague
 NMC Family Birth Center Nurses
 United Steel Workers
 Rita Paradis
 John & Mary Ann McDermott
 Reynolds
 Raymond & Yvette Severance
 Sandra Smith
 David & Paulette Unwin
 Rosaire & Claire Vaillancourt

Welcome to Our Newest Physicians



Tamara Rimash, MD
Ear, Nose & Throat



Harris Strokoff, MD
Psychiatry



Sarah Barker, MD
Emergency Medicine

Photo not available.

Juli Larson, MD
Ophthalmology

FY'09 Active & Associate Medical Staff

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

Tamara Rimash, MD

Emergency Medicine

Sarah Barker, MD

Sherry Cipriano, DO

Louis Dandurand, MD

James Duncan, MD

John Dunn, MD

Andrew Felsted, DO

Uwe Goehlert, MD

Edward Haak, DO

Marc Kutler, MD

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Stewart Manchester, MD

Terri Nielsen, MD

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Stephen Payne, MD

Joe Salomone, MD

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Robert Cochrane, MD

Mark Silverstein, MD

Lavi Roghati, MD

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Teig Marco, MD

Amy Roberts, MD

Ned Shulman, MD

Audrey von Lepel, MD

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Frank Zsoldos, MD

Obstetrics & Gynecology

Elisabeth Fontaine, MD

Lowrey Sullivan, MD

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Mary Ann Yeatts-Peterson, MD

Ophthalmology

Gregory Brophay, MD

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William Purdy, DDS

Orthopaedic Surgery

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Robert Beattie, MD

Jeremy Hatch, MD

Pathology

Peter Burke, MD

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John DiMichele, MD

Deanne Haag, MD

Fred Holmes, MD

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Ajaz Iqbal, MD

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Sylvia Ploof

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Martha Rainville

Peter Rath

Patricia Reed

Kathleen Riley

Richard Roberge

Susan Roberts

William Roberts, MD

Joan St. Pierre

Susan Salmon

Marion Schibi

John Schreindorfer

Albert Severy

Sally Severy

May Shearer

Helen Soule

Stephen C. Stata

Kathleen Tabor

Becky S. Tarte-Richards

Cheryl Teague

Albert Tetreault

Maureen Toof

Paula Tremblay

Edward J. Tyler, III

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Juanita Viens

Mara Vijups, MD

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Scott Wells

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Frank Zsoldos, MD

J. Brooks Zurn

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Director of Clinical Services*

Ted Sirotta
Chief Financial Officer

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.

**{ National Award
Winning Healthcare }** *we do that here... again!*



133 Fairfield Street
Saint Albans, Vermont 05478
802.524.5911
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