

	Actual 2009	Projected Actual 2010	Budget 2011*
Unrestricted Revenue & Other Support			
Patient Services Revenue	\$116,501,114	\$129,481,535	\$136,800,757
Less Subsidies to Medicare and Medicaid	39,589,221	41,794,744	45,771,774
Less Other Contractuals	10,005,639	14,014,914	15,544,476
Less Free Care	<u>1,003,716</u>	<u>1,461,338</u>	<u>1,286,879</u>
Net Patient Revenue	65,902,538	72,210,539	74,197,628
Other Operating Revenue	<u>1,600,662</u>	<u>1,102,542</u>	<u>1,191,138</u>
Total Revenue and Other Support	67,503,200	73,313,081	75,388,766
Expenses			
Salary and Wages	26,186,846	27,048,296	29,617,000
Employee Benefits	6,372,455	7,295,807	8,297,539
Supplies	9,093,073	9,624,623	9,537,671
Contracted Services	8,922,104	9,287,093	8,770,845
Travelers Expense	280,592	138,943	235,664
Other Operating	4,221,622	4,294,834	4,438,128
Provision for Bad Debt	3,936,058	4,100,000	4,446,079
Medicaid Tax	1,344,617	1,685,412	2,177,832
Depreciation and Amortization	3,308,143	3,315,156	3,796,504
Interest	<u>459,009</u>	<u>572,917</u>	<u>665,092</u>
Total Expenses	<u>64,124,519</u>	<u>67,363,081</u>	<u>71,982,361</u>
Income from Operations	3,378,681	5,950,000	3,406,405
Non-Operating Income			
Net Investment Income	(661,993)	2,176,511	1,120,000
Other	<u>784,785</u>	<u>(235,948)</u>	<u>185,704</u>
Total Non-Operating Income	<u>122,792</u>	<u>1,940,563</u>	<u>1,305,704</u>
Excess of Revenue and Other Support Over Expenses	<u>\$3,501,473</u>	<u>\$7,890,563</u>	<u>\$4,712,109</u>

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

	Actual 2009	Projected Actual 2010	Budget 2011*
Clinical Statistics			
Admissions	1,877	1,794	1,786
Total Patient Days	5,969	5,223	5,592
Average Length of Stay	3.18	2.91	3.13
Emergency Department Visits	28,189	28,343	28,626
Births	418	432	407
Surgeries	3,119	2,965	2,926
Diagnostic Imaging Exams (A)	53,068	56,598	57,249
Laboratory Tests	332,963	332,492	308,089
(A) These include X-ray, Ultrasound, Nuclear Medicine, MRI, Cat Scan, Bone Density			
Financial Statistics			
Medicare/Medicaid % of Patient Revenue	56%	56%	56%
Days in Accounts Payable	42.8	44.7	44.3
Days in Accounts Receivable, Net	32.2	31.2	30.1
Age of Plant (Years)	9.1	10.3	9.9
Workforce Statistics			
Number of Employees	564	562	—
Number of Full-time Equivalents	441.50	442.40	467.77
Number of Scholarship Students	15	13	10
Turnover Rate	4.70%	5.95%	< or = 12%
Number of Volunteers	150	163	—
Number of Volunteer Hours	16,961	18,230	—

{ National Award Three-Peat } *we do that here.*



We are so proud of our staff's efforts to provide exceptional patient care. You've likely seen our national awards, but there's more to our story.

Did you know that our infection rate is a fraction of the national average? That implementing Room Service not only delighted patients, but cut costs by reducing food waste? That our Healthy U program has reduced the number of NMC'ers at "high risk" for health problems from 32% to 11%? That in 2009 HCAHPS patient survey data, NMC is ranked as the best in Vermont at keeping the area around patient rooms quiet to allow for rest and healing? That our charges to our patients, based on the data reported by BISHCA, are consistently below the state average?

Indeed, when it comes to always striving to be even better, *we do that here!*

{ Exceptional Care } *we do that here.*



Welcome to Northwestern Medical Center's Annual Report for Fiscal Year 2010. As a team of more than 550 employees, 78 physicians, 150 volunteers, and many others, we are devoted to providing exceptional care for our community. This report provides a glimpse at those efforts.

To learn more about our remarkable hospital, visit us online at www.NorthwesternMedicalCenter.org or call our Community Relations office at (802) 524-1280.



2010 Annual Report

Our Report to Our Community

Thanks to the dedication of the entire NMC family, we are able to report that Fiscal Year 2010 was a very positive year for Northwestern Medical Center.

Our updated mission speaks of providing "exceptional" care for our community. Our staff is living that mission. They earned a 3rd consecutive annual national Avatar award for overall patient satisfaction and our clinical quality continues to be equally impressive, with our core measures at or near 100%.

During FY'10, NMC implemented Meditech, our new enterprise-wide computer system and electronic medical record. This investment in innovative integrated technology improves patient care and safety while streamlining processes and reducing duplication. Our staff was deeply involved in the customized design of the system to ensure it brought the maximum benefit to NMC and our patients.

With increased access to primary care identified as a significant need in our community, NMC responded by establishing "Northwestern Primary Care" and recruiting Dr. Max Bayard. This practice has grown quickly and efforts to recruit additional providers continue. Physician recruitment efforts are also very active in the areas of Orthopaedics, General Surgery, Hospitalists, and Obstetrics.

Our strong financial position allows NMC to invest in the staff, facility, and technology needed to care for our community. As we move into Fiscal Year 2011, careful management with a focus on continuous improvement allowed us to request a rate increase of 1.75%, the lowest of all Vermont hospitals.

We are active participants in healthcare reform discussions to help shape a new system that allows us to continue to provide the exceptional care our community deserves. Part of this reform will come through the expansion of Vermont's "Blueprint for Health." We have received significant grant dollars to fund the local efforts to strengthen primary care through participation and partnership with our community health providers in the Blueprint.

Thank you for your continued support of Northwestern Medical Center and our local healthcare providers. We encourage you to actively participate in the ongoing healthcare reform discussions to shape a delivery system that will ensure access to quality healthcare for all.

Sincerely,

Judy Ashley-McLaughlin

Judy Ashley-McLaughlin
President, NMC Board of Directors

Jill Berry Bowen

Jill Berry Bowen
Chief Executive Officer



Photo by Wayne Tarr

"I have spent time in hospitals all over the eastern half of our country, and never have I had a better experience than at Northwestern Medical Center! The doctors, nurses, therapists, food service, concierge, all the staff and volunteers were polite, kind, and genuinely caring. The smaller size of our hospital provides for a personal level of care that I have experienced nowhere else! I would recommend our hospital to anyone! Northwestern Medical Center is the best!"

– NMC Patient

133 Fairfield Street
Saint Albans, Vermont 05478
802.524.5911
www.NorthwesternMedicalCenter.org

Gifts from Our Community

General Donations

Bonnie Evans
David Juaire
The Tyler Place Family Resort
In honor of Shelly Bonnett
Martha Byrne
In memory of Bev McGinn
NMC Auxiliary
In honor of Jeanne Poirier
Donald Poirier
In recognition of Bev Champaigne
National Center for Health Statistics

Community Partners Classic Golf Tournament

A.M. Peisch
A.N. Deringer
B&G Pest Control
Brandthropology
Burlington International Airport
Cammack LaRhette Consulting
Coldwell Banker Choice Properties
Connor Contracting
Dell/Perot
DMC Electric
Efficiency Vermont
Energiizer
Exterus Technology for Business
Fairpoint Communications
Franklin County Industrial Development Corporation
Franklin County Regional Chamber of Commerce
Franklin County Rehab
Hackett, Valine, & MacDonald
Hammerworks Construction
Harrison Concrete
InSight Imaging
J.P. Dunn, CPA
Kissane Associates
Kittell, Branagan & Sargent
Lake Street Auto
Mark McGinn/Morgan Stanley Smith Barney
Messenger Print & Design
Morris Switzer - Environments for Health
Mousetrap Pediatrics
MVP
New England Air Systems

Northwestern Counseling & Support Services
Paul Poquette Realty Group
Peoples Trust Company
Primer Piper Eggleston & Cramer, PC
Pyrofax Energy
QHR
Rail City Information Systems
Redstone Villa
The Richards Group
Rock Tenn Company
RPM Logos
Ruggiano Engineering, Inc.
St. Albans Cooperative Creamery
Stanley Associates
Tannenberger Veterinary Hospital
TD Bank
The Tyler Place Family Resort
Unifirst
UPS
Vermont Federal Credit Union
W.B. Mason
World Warehouse & Distributing
Xtreme Graphix

Jim Bashaw Cancer & Catastrophic Illness Fund

(Includes Run for Jim, The Bowlathon, & the Powderpuff Football Game)

A.M. Peiche
A.N. Deringer
Elsa Berenberg
Jessica Scanlon Corliss
Cross Consulting Engineers
FairPoint Communications
Franklin County Rehab Center
Handy Buick GMC
Handy Cars.com
Hannafor
Heald Funeral Home
Holiday House
JC Image
Kevin Smith's
Kinney Drugs Foundation
Kittell, Branagan, & Sargent
Pauline Thomas
Leahy Chiropractic
Morgan Stanley Smith Barney
Mylan Technologies

Northwestern Medical Center
Peoples Trust Company
R.L. Vallee/Maplefields
Run for Jim Foundation
St. Albans Messenger
St. Albans Recreation Department
Carol Streeter Wennar
Trendz Hair Studio
Union Bank
Edmund & Jeannine Winn
Brian Barrette
In honor of Karen Casavant
Deborah & Clarence Miller
In memory of Frank Coleman
Jack Eldridge
John & Laurieette Winters
Edward & Irene Dixon
Betty Eldridge
Shirley Hubbard
Vermont Precision Tools
Bernard & Therese Laroque
John & MaryEllen Shaw
Lena Smith
In memory of Patricia Dickmann
James Dickmann
In memory of Dorothy Howard
June Lamphere
Christine & Mark Sweeny
In memory of Geneva Marlow
Lawrence & Susan Bruce
Cecile Cioffi
William & Therese Cioffi
Marion & Eric Dague
James & Lea Fisher
Paul & Lydia Foisy
Friends of Comet Hockey
Eunice Gates
Donna Krupp
Maurice & Haroldine Lesperance
Rick & Heidi Manahan
Melba & Richard Masse
Tom & Bonnie Mongeon
Jeff & Heather Moreau
Robert & Jo Patnaude
Peoples Trust Company
William & Eileen Perkins
Elizabeth & Louis Scavo
Robert & Jane Shanks
Pauline Thomas
Richard & Elizabeth Van Woert
Vermont State Athletics

Scott Wolfe
In memory of Gene Meilleur
Daniel Bashaw
Ann White
In honor of Nancy Monroe
Unum
In memory of Cassie Nutter
Kathleen Riley
In honor of Ross Toof
Bakersfield Elementary School
Brian Barrette
Dr. Laura Bellstrom
Bob Berno
Jill Berry Bowen
Robert Berno
Kenneth Berry
Beverage Mart
John & Claudette Bostwick
Nancy Bothwell
Luke Boudreau
Mary Brouillette
Teri Brunelle
Thomas Bushey
John Cioffi
Donna Corrigan
Emily Eldred
Jerry Heath
Franklin County Pediatrics
Freedom Rains, LLC
Katharine Hutchinson
Heather & Rene Lamothe
Kyle Lanfear
Allain Loiselle
Dan Marlow
Dawn Menard
Missisquoi Valley Union High School
Student Activities
Jodi Montcalm
Joseph Montcalm
Jeff & Heather Moreau
Carole O'Connell
Alyson Racine
Terrence Raymond
John & Mary Schreindorfer
Mary Jane Smith
Michael Swim
Tannenberger Veterinary Hospital
Donald Tinney
Francis Tully
Lynn Vallee
Ronald & Cheryl Wilcox

Martin H. Wennar, MD Health Education Scholarship Fund

(Includes the Scholarship Dinner, Scholarship Walk & Texas Hold'em Tournament)

Joyce Alspach
Mr. & Mrs. Ronald Anstey
Honora Bechard
Dr. Steven Landfish
Michelle Lawrence
Marie Limoges
Sally Lindberg
Mr. & Mrs. John Liptak
Carol Livingston
Mr. & Mrs. Dan Luneau
Betty Martell
Peter & Evelyn Martin
Alberth McFadden
David & Kathy Montagne
Don Mueller
Dr. Joe & Judy Nasca
Sam & Elizabeth Nelson
Mr. & Mrs. John Newton
Susan O'Brien
Deforest Paquette
Albert & Marcia Perry
Mary Ann & Keith Peterson
Duane Phelps
Donald Poirier
David & Betty Powell
Greg Rainville
Kathleen Riley
Jim & Sandy Robinson
Gladys Rocheleau
Dr. Toby Sadkin
Drs. Joe Salomone & Patty Shaw
Angelo Finelli
Theresa Gendreau
Mary Gladden
Dr. Wallace & Natalie Good
Jeffrey Goodrich
Dr. David Groening
Nick Hadden
R. Adm. Warren & Barbara Hamm

John & Lisa Hango
Anthony Hardy
Hardy Structural Engineering
Angelica Harris
Dr. Jeremy Hatch & Char Young
Peg Heald
Peter & Christy Hofstetter
Norma Holden
Ken & Judy Holzscheiter
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Neil Hyman
Bob & Carey Johnson
David Knights
Timoleon & Marcia Kougas
Dr. Steven Landfish
Michelle Lawrence
Marie Limoges
Sally Lindberg
Mr. & Mrs. John Liptak
Carol Livingston
Mr. & Mrs. Dan Luneau
Betty Martell
Peter & Evelyn Martin
Alberth McFadden
David & Kathy Montagne
Don Mueller
Dr. Joe & Judy Nasca
Sam & Elizabeth Nelson
Mr. & Mrs. John Newton
Susan O'Brien
Deforest Paquette
Albert & Marcia Perry
Mary Ann & Keith Peterson
Duane Phelps
Donald Poirier
David & Betty Powell
Greg Rainville
Kathleen Riley
Jim & Sandy Robinson
Gladys Rocheleau
Dr. Toby Sadkin
Drs. Joe Salomone & Patty Shaw
Angelo Finelli
Theresa Gendreau
Mary Gladden
Dr. Wallace & Natalie Good
Jeffrey Goodrich
Dr. David Groening
Nick Hadden
R. Adm. Warren & Barbara Hamm

Carol Streeter Wennar
Heather Streeter
Tim & Shelly Streeter
Dr. Lowrey & Karin Sullivan
Kathleen Tabor
Wayne & Sally Tarr
Rosalie Teague
Nancy Thomas
Dr. Leonard & Julie Tremblay
Madelyn Tulip
Mr. & Mrs. Edward Tyler III
Jim & Dale Walsh
Martin Wennar Estate
Valerie Wennar
Joan B Wilson
Dr. & Mrs. Taylor Yates
Dr. Robert Zelazo
Dr. Frank & Judy Zsoldos
In honor of Deb & Steve Bourgeois
Heather Streeter
In honor of John Dougherty
Heather Streeter
In recognition of Tim Streeter
Merchant's Bank

NMC Activities Committee

Torrie Dearborn

NMC Music Program

In memory of Marty Kogan
Alice Kogan

Palliative Care Program

Winooski Spartans Boosters

In memory of Mary Connor
Henry & Loretta Magnan
Ralph & Pat McNall
Mark & Patricia Reynolds
In memory of Ardyce Klete
Mae Amundson
Anna Dermody

In memory of Jane Decker
Clarence & Dorothy Bocash
James Woodward

Leadership

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Ted Sirotta
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Nancy Fiske
Esther Fitzgerald
Elaina A. Fontes
William Greenwood
James Gregoire
Molly Grismore

Nicholas Hadden
Virginia Hall
Christina Hamel
Lawrence Handy
John Hango
Patrick Hayes
Harold Hebert
Gerald Herrera
Nancy Hickey, MD
Brian Honsinger
Jacqui C. Hood
Jeanne Hopkins
Madeline Howard
Judith Howrigan
T.G. Howrigan, MD
Virginia Howrigan
Anna Hurlbut
Shirley A. Jacobs
Hayden Janes
John Johnston
Paula J. Kane
Kathleen Keenan
Dana Kittell
Jean Lamphere
Michelle P. Lawrence
Raymond Levesque
Sally K. Lindberg
Carol Livingston
James E. Manahan, II
JoAnn Manahan
John Manahan, Jr.
Kevin Manahan
Steven Marshall
Melisande Mayotte
Mark McGinn
Susan Moore
Jeffrey Moreau
Greg Mruk
Joseph Nasca, MD
AnnaMay Olmstead
Pamela Parsons
Stephen Payne, MD

Peter Perley
Albert Perry
Marcia Perry
Keith Ploof
Sylvia Ploof
Joanne Polanshek
Susie Posner-Jones
Martha Rainville
Peter Rath
Patricia Reed
Kathleen Riley
Richard Roberge
Susan Roberts
William Roberts, MD, PhD
Donna Roby
Marion Schibi
Marietta Scholten, MD
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
Howard VanBenthuisen
Juanita Viens
Mara Vijups, MD
James Walsh
Scott Wells
John Whitney
Joan Wilson
Joan A. Wood
Penny Wright
Frank Zsoldos, MD
J. Brooks Zurn

Welcome to Our Newest Physicians



Max Bayard, MD
Family Practice



Olga Lopatina, MD
Radiology



Casey Patunoff, MD
Psychiatry



Sue Saferstein, MD
Family Practice



Miriam Sturgis, MD
Family Practice



Carol Thayer, MD
Family Practice

FY'10 Active & Associate Medical Staff

Allergy & Asthma
William Newman, MD
Anesthesiology
Roland Adamsons, MD
Janice Gellis, MD
Wallace Good Jr., MD
Thomas Harrison, MD
Stephen Mason, MD
Edward Pomicker, MD
William Roberts, MD, PhD
Ear, Nose & Throat
Paul Julien, MD
Tamara Rimash, MD
Emergency Medicine
Sarah Barker, MD
Sherry Cipriano, DO, PhD
Jonathan Cooperman, MD
Louis Dandurand, MD
James Duncan, MD
Uwe Goehlert, MD
Edward Haak, DO
Marc Kutler, MD
John Minadeo, MD
Family Practice
Lorne Babb, MD
Max Bayard, MD
Michael Corrigan, MD

Stewart Manchester, MD
Terri Nielsen, MD
Lavi Roghati, MD
Toby Sadkin, MD
Susan Saferstein, MD
Miriam Sturgis, MD
Carol Thayer, MD
Mara Vijups, MD
General Surgery
Michael Kennedy, MD
Stephen Payne, MD
Joe Salomone, MD
Gynecology Oncology
Gamal Eltabbakh, MD
Internal Medicine
Teig Marco, 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

Occupational Medicine
Verne Backus, MD, MPH
Ophthalmology
Gregory Brophey, MD
Thomas Dowhan, MD
Juli Larson, MD
Oral Surgery
Robert Lesny, DDS
William Purdy, DDS
Orthopaedic Surgery
Michael Barnum, MD
Robert Beattie, MD
Jeremy Hatch, MD
Pediatrics
Laura Bellstrom, MD
"Chip" Chiappinelli, MD
John DiMichele, MD
Deanne Haag, MD
Fred Holmes, MD
Roya Mansoorani, MD
Meredith Monahan, MD
Joseph Nasca, MD
H. Taylor Yates, MD
Heidi Zvolensky, MD

Podiatry
David Groening, DPM
Psychiatry
Casey Patunoff, MD
Steven Sobel, MD
Adrian Webb, MD
Radiology
Luis Gonzalez, MD
Olga Lopatina, MD
Quentin Rose, MD
Sports Medicine
Steve Landfish, DO
Urology
Cengiz Esenler, MD
Christopher Fukuda, MD
Richard Grunert, MD
Richard Kershen, MD
Elizabeth Perez, MD



Ensuring the Future for Scholars

This year, NMC received a generous estate gift, courtesy of the late Dr. Martin Wennar. Dr. Wennar gifted \$100,000 to the fund that bears his name, the Martin H. Wennar, MD Health Education Scholarship Fund. "Marty always felt that it was a privilege to care for patients," said his widow, Carol Streeter Wennar. "He hoped the Scholarship Fund would help others to make an impact on people's lives."



Supporting a Healing Environment

On Wednesday, September 29th, the family of Marty Kogan gathered at NMC to pay tribute to their "inspiring hero." While a patient at NMC, Marty Kogan and his family found great comfort in the music therapy provided by Kathryn Kuba Dandurand and her harp, and they chose to honor Marty's life by making a generous donation to the Music Therapy program at NMC. "This was his oasis," said Chloe Kogan-McCarty, about the time her father spent at NMC during his illness.



Honoring Jane Poirier

On Wednesday, February 3rd, 2010, Don Poirier, of St. Albans, and his family gathered at Northwestern Medical Center (NMC) to place a Leaf on the hospital's Tree of Life in memory of Don's wife, Jeanne "Jane" Poirier, who passed away in November, 2009. Jane was an active volunteer at NMC. She began volunteering at NMC in August of 1998 and continued until she became too ill to volunteer, and reluctantly gave back her photo ID and "neatly pressed" uniform. In all, Jane contributed 2,230 hours of service to NMC.