

2012 Annual Report

{ Exceptional Care } *we do that here.*



Our Report to Our Community

Fiscal Year '12 has been a remarkable year. Even after a year of unprecedented growth in FY'11, we saw continued growth in the community's need for our services. Keeping pace has meant expanding access, strengthening services, and adding jobs.

Access to Primary Care was strengthened through recruitment and continued collaborations such as the Blueprint for Health and others. The arrival of Dr. Denise Durant restored access to a Fellowship trained hand surgeon. Our Hospitalist program was strengthened by the recruitment of Dr. David Shea as its medical director. Northwestern Cardiology, a partnership with Fletcher Allen, has grown faster than expected. To retain services and improve access, NMC established Northwestern Ophthalmology, Northwestern Interventional Pain Management, and Northwestern Obstetrics & Gynecology. We also installed a new wide-bore MRI (Magnetic Resonance Imaging) unit which, beyond providing incredible images, provides a tremendous improvement in terms of patient comfort and accessibility.

For the 5th consecutive year, NMC's staff earned a national Avatar award for overall patient satisfaction. For the 2nd consecutive year, we also earned a national "Top Performer" Award for pneumonia care from the Joint Commission. Our vision includes being "nationally recognized for excellence in healthcare," and we are proud that our staff's caring and quality has earned these national recognitions!

We are also proud of our staff for living healthier lives. Our "Healthy Ü" employee wellness program has prompted reductions in individual risk factors, which translate into a healthier workforce. This is true healthcare reform based on individuals taking personal responsibility for their health. NMC's 2012 "Community Health Assessment" will help strengthen efforts to create a healthier community. The priorities it identifies are discussed later in this report.

NMC's continued emphasis on quality has translated into a strong financial position for NMC, which is evident in the financials of this report. Our Board has been prudent and positioned NMC well for the future. However, given healthcare reform and other external factors, that future is an uncertain one.

NMC continues to be active in healthcare reform efforts to help shape our future. We are expanding our pilot focused on reducing avoidable Emergency Department visits, saving costs while improving care. We have joined the "One Care" Accountable Care Organization (ACO) pilot being proposed to Medicare by Fletcher Allen and Dartmouth. This experiment in payment reform holds promise in its design to improve quality while sharing the savings from reduced costs with providers.

Through it all we must maintain our ability to care for our community, even with State caps on hospital budgets and restrictions on new services. Vermont needs its community hospitals. We have been very active with the Green Mountain Care Board. Three of their members have been to NMC to learn more about us. We will continue to work with the Green Mountain Care Board, our elected officials, our healthcare colleagues, and our community on defining and achieving a more sustainable healthcare system—one that enables NMC to continue to care for our community for decades to come.

Thank you for supporting our mission to provide exceptional healthcare for our community.

Sincerely,



A handwritten signature in black ink that reads "Paul L. Clark".

Paul L. Clark
*President,
NMC Board of Directors*



A handwritten signature in black ink that reads "Jill Berry Bowen".

Jill Berry Bowen
Chief Executive Officer

Our Year in Review

NMC has had quite an exciting and busy year with many notable achievements, important projects, and provider additions to expand access. We hope you'll enjoy some highlights as we look back over the past year:

{ Five In A Row } *we do that here.*



NMC Earns 5th Straight Avatar Award for Patient Satisfaction!

For the fifth straight year, NMC is the recipient of both the Overall Best Performer and Exceeding Patient Expectations Awards, given by Avatar International, an industry leader in healthcare quality improvement services.

“By winning these awards, our partners clearly demonstrate how much they value the patient experience and why they are driven to provide exemplary service,” said David Medvedeff, PharmD, MBA, CEO of Avatar. “These organizations serve as valuable examples for others looking for ways to enhance each patient’s unique experience. Northwestern Medical Center has gone above and beyond to exceed its patients’ expectations.

“Our accomplishments are tremendous and we owe it all to the efforts of every one of our staff each day,” says Jane Catton, NMC’s Chief Quality Officer/Director of Process Improvement. “We have all pledged to make service excellence part of what we do at NMC; our service philosophy and service standards reflect this as part of our caring approach with our patients, families and visitors. This commitment is evident in our Avatar Awards again this year and now five years in a row!”

“The overall experience was exceptional. I was in the ICU for four days and the nursing staff was extraordinary. Unfortunately, I have been hospitalized several times throughout the country. The support provided at NMC was nonpareil (without equal). The staff in the Emergency Room saved my life. This is not hyperbole. These folks were a godsend. My overall rating is a 10, an A+, or whatever denotes ‘the best.’ It was really that good.” – NMC Patient

Our Year in Review

NMC Named Top Performer in Pneumonia Care

NMC was recognized by the Joint Commission as a Top Performer on Key Quality Measures in the area of pneumonia care in 2010 and in 2011 (and was the only hospital in Vermont to earn the “Top Performer” designation in 2010). The Joint Commission’s annual report on quality and safety, *Improving America’s Hospitals*, lists hospitals and critical access hospitals that are top performers in using evidence-based care processes closely linked to positive patient outcomes.

“Our staff works very hard to incorporate evidence-based practice, based on sound scientific evidence for the best patient outcomes,” says Celeste Kane Stebbins, RN, Med/Surg/ICU Nurse Manager at Northwestern Medical Center. “We are thrilled to be recognized for our work in this area.”

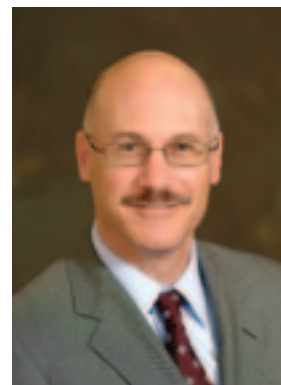
On the core measure of pneumonia, NMC has consistently met the mark. “The strength of the Core Measures is that they are really grounded in science,” says Jane Catton, RN, NMC’s Chief Quality Officer/Director of Process Improvement. “They are not put out there with the directive to ‘do it because we want you to’, but rather—they have been carefully researched and have scientifically shown they will improve outcomes. I am proud of the hard work of our staff to earn this designation from the Joint Commission.”

Sirota Honored as CFO of the Year

NMC’s Chief Financial Officer, Ted Sirota, was named CFO of the Year by Quorum Health Resources (QHR), the nation’s largest hospital management company and the seventh largest healthcare consulting firm in the United States.

Ted has served as CFO at NMC for 6 years. With his award, Ted was honored for his commitment to understanding the hospital’s mission in making financial decisions for the hospital, and his thoughtful perspective on the impact of hospital initiatives through the eyes of the patient—while keeping an eye on performance.

“This award demonstrates the value of a collaborative relationship between QHR’s resources, seasoned financial experts and a forward-thinking CFO,” said QHR President and CEO James L. Horrar. “Mr. Sirota’s financial expertise and leadership has helped Northwestern Medical Center achieve excellent financial performance that exceeds every other hospital in the state. The hospital should be very proud of its Chief Financial Officer Ted Sirota, along with all the associates at the hospital who make NMC great.”



Ted Sirota
NMC Chief Financial Officer

Community Health Assessment & Community Benefit

For years, NMC has collaborated with the Franklin-Grand Isle United Way and the Community Partnership on the “Bridges To Well Being” Community Needs Assessment, with a focus on issues relating to income, education, and health. This year, in keeping with a new Federal mandate, NMC completed a formal, comprehensive Community Health Assessment as well. The new study uses local statistical data, State and National comparative data, and community perception survey results to identify the health issues facing the community. A representative group then helped prioritize those issues, with the top five being: Substance Abuse & Mental Health, Access to Care & Physicians, Obesity, Smoking, and Cancer. The findings of this more specifically focused study will guide NMC’s continued collaborative work on community health issues and will be integrated into the health section of the next edition of the broader “Bridges to Well Being.” The full report is available on NMC’s website.

Federal mandates also call for “Community Benefit Reporting” by not-for-profit hospitals. As part of our filings with the Internal Revenue Service (IRS) each year, NMC reports the amount of free charitable care we provide to patients with financial need, the cost of the care we provide which is not reimbursed due to shortfalls in the Medicaid program, the cost of the community wellness programs we provide, the donations we make to community organizations and causes, the scholarship dollars we provide students in health professions, the value of the time spent by our staff helping community agencies, the value of the use of our facility by community

Our Year in Review

groups, and more. NMC's participation is driven by our concern for the health of our community and our role as a major employer. NMC helps support the efforts of Franklin Grand Isle United Way, Franklin County Home Health Agency, Northwestern Counseling & Support Services, The Howard Center, Voices Against Violence, the American Heart Association, the American Cancer Society, the Franklin County Regional Chamber of Commerce, the Lake Champlain Islands Chamber of Commerce, and many other community organizations and initiatives because they are crucial to the health and well being of our community. NMC cannot be all things to all people, but by focusing on the priorities identified in the health assessment and by collaborating with our incredible community partners, we can certainly make an impact and help build a healthier community.

New Large Bore Fixed-Site MRI Now In Action at NMC

As the culmination of years of strategically expanding NMC's mobile Magnetic Resonance Imaging (MRI) capabilities to keep pace with community need, NMC received approval from the State to move forward with the installation of a fixed-site, wide-bore MRI. In order to accommodate this project, we needed to relocate and renovate space for a new Chapel & Reflection Room, build new space to relocate our pharmacy, and renovate the space vacated by the chapel and pharmacy to accommodate the new MRI within the Diagnostic Imaging suite.

Our new Chapel & Reflection Room—a Place of Peace & Serenity—has been relocated to the main corridor, making it more visible and accessible to all. The new space provides a welcoming atmosphere for anyone seeking a quiet, comfortable space while at NMC as a patient, family member, or visitor. It also provides a reflective space for staff members as well.

Our new Pharmacy expanded the footprint of our facility by filling in trapped green space between two wings of our building, more centrally located to the Medical/Surgical Unit. The new space features a new fume hood and brighter, more open space for our Pharmacy staff.

The new MRI provides upgraded software, a larger “bore” (the opening in the center of the scanner that a patient is placed in for imaging), and an improved patient experience. The new MRI features a greater weight capacity and a larger opening to make for a more comfortable imaging experience, especially for patients with claustrophobia. Our Diagnostic Imaging staff are excited about the new equipment and patients have been very pleased with their experiences in our more patient-friendly MRI.



Our Year in Review

Energy Savings = Cost Savings

400,000 kwh of electricity is a lot of power—and expense! That is what NMC is working to save on an annual basis, as a result of an energy audit which was completed in the spring of 2012. As part of our continued efforts to reduce costs, NMC partnered with Efficiency Vermont to commission a formal energy audit from Liebert Engineering of our 140,000+ square foot hospital facility. The results build on previous energy saving efforts at NMC and are very encouraging, identifying a number of specific measurable improvements, many with return-on-investments estimated at one to three years. “By saving money on energy, we reduce costs within the healthcare system without impacting patient care,” said Jonathan Billings, NMC’s Chief Planning Officer. “Our work on this is a great example of seeking out efficiencies that reduce costs while strengthening our ability to care for our community.” The work resulting from the energy audit will extend over the next two to three years, tying in with daily operations, capital upgrades, and facility master planning efforts.

CPOE Is Live

CPOE (Computerized Provider Order Entry) has “gone live” for the physicians and providers at NMC. “‘Go live’ was successful overall,” said Jodi Frei, Manager of Clinical Informatics, “and we are continuing to tweak the system and workflow to make it best meet the needs of providers as they enter orders for their patients.” The roll-out of CPOE takes NMC one step closer to achieving federal “Meaningful Use” requirements of the electronic medical record implementation.

Dr. Leonard Tremblay, one of the physicians impacted in the first roll-out, agrees that the go-live went well. “In my case, it was really smooth,” he said. “The education that was put together by the group was really well done. We were well-prepared and we had great support during go-live from the superusers. It’s pretty straight-forward to use—and it’s the way of the future, so we need to get used to it.”

Third Chair, Greater Privacy for Outpatient Phlebotomy Area

In September, renovations began at the front of the hospital to improve our outpatient phlebotomy area. The renovations allow for a third phlebotomy chair and greater privacy for patients. In the new set-up, one of the chairs is in a private room, while the other two chairs are separated by walls, rather than a curtain. This enhanced clinical space will be fully operational in November of 2012.

Jeannette Rose, RN, Named First Service Excellence All-Star!

In 2012 we re-evaluated and rejuvenated our service excellence recognition program for our staff. As part of the new program, Jeannette Rose, RN of the Medical Surgical Unit, was named NMC’s first quarterly Service Excellence All-Star! Jeannette demonstrated her commitment to Service Excellence in the areas of Safety, Courtesy, Respect, Helpfulness and Creativity by going the extra mile to take special care of a patient with dementia. Jeannette was recognized along with nine other staff members at the fall BBQ for providing exceptional service. The “rising stars” who were also recognized were: Scott Reiner, Claire Stimets, Jennifer Armstrong, Chris Giroux, Debra Jablonski, Dennis Mahoney, Tony Cole, and Stephanie O’Brien. Congratulations to all!



“Exceptional healthcare from the Emergency Department to the Recovery Room. The St. Albans area has one of the best Medical Centers in Vermont!” – NMC Patient

Our Year in Review

Fellowship Trained Hand Surgeon Joins NMC

Dr. Denise Durant joined our Medical Staff in January of 2012, bringing a specialty in hand and upper extremity surgery to the orthopaedic surgery team at Northwestern Orthopaedics. Dr. Durant studied medicine at the Johns Hopkins University School of Medicine in Baltimore, Maryland. She completed her Residency in Orthopaedics and Rehabilitation at the University of Vermont College of Medicine, and the Mary S. Stern Hand Surgery Fellowship in Cincinnati, Ohio.

With a clinical specialty in hand and upper extremity surgery, Dr. Durant has expertise in procedures such as carpal tunnel release, nerve entrapments in the arm, fracture care in the wrist and hand, complex soft tissue injuries, wrist arthroscopy and hand arthritis surgery. In addition to surgical options, Dr. Durant is well versed in more conservative approaches, including therapies and injections.



Dr. Denise Durant
Orthopaedic Surgeon

Drs. Fu and Nuñez Now Seeing Patients in St. Albans

Primary care has long been an area of need in Franklin County, and this year NMC took strides to help close that gap. Northwestern Primary Care (NPC), our primary care practice located in Cobblestone Health Commons, welcomed Dr. Jun Fu and Dr. Juan Carlos Nuñez to their practice early in 2012. Both have ties to New York, so they are not completely new to our area of the country. Dr. Fu completed her Internal Medicine Residency at New York Medical College's Mount Vernon Hospital and Dr. Nuñez completed his Internal Medicine Residency at Jacobi Medical Center in the Bronx, New York. Drs. Fu and Nuñez joined the growing practice that also includes Molly Somiani, PA.



Dr. Jun Fu
Primary Care Physician



Dr. Juan Carlos Nuñez
Primary Care Physician

NMC Strengthens Inpatient Care

With the recruitment of Dr. David Shea to be the medical director of NMC's Hospitalist program, NMC completed its transition from a contract-service based program to an NMC based program. Hospitalists employed by NMC now care for our inpatients on a daily basis in close collaboration with the other physicians on our Medical Staff. "We are very pleased to have added Dr. Shea to the team and strengthened our Hospitalist Program," said Lowrey Sullivan, MD, NMC's Chief Medical Officer. At the same time, NMC invested significant energy in recruiting the Registered Nurses necessary to care for our growing census of inpatients, particularly on the Medical Surgical Unit and the Intensive Care Unit. These enhancements, in addition to the availability of inpatient cardiology consultations through Northwestern Cardiology (a collaboration with Fletcher Allen) have made it possible for fewer to have to be transferred to Burlington for care.



Dr. David Shea
NMC Hospitalist Program Director

"I have had a lot of physical therapy at other places and found the staff at Northwestern to be one of the most knowledgeable and helpful that I have encountered. I would strongly recommend them!" – NMC Patient

Our Year in Review

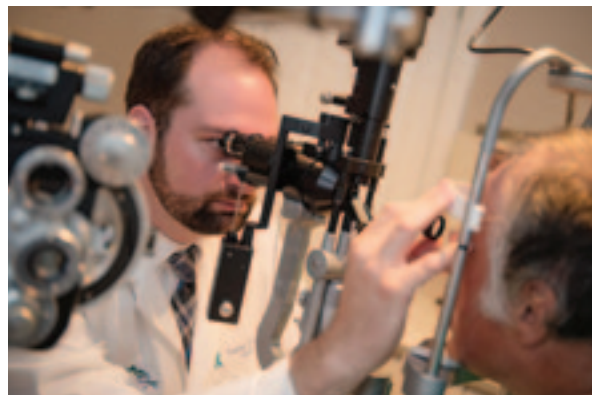
CRNAs Join Anesthesia Team

NMC implemented a new anesthesia model in January of 2012, now under the medical direction of Dr. Robert Raggi. The new anesthesia service includes CRNAs (Certified Registered Nurse Anesthetists), advanced practice nurses with specialized graduate-level education in anesthesiology. Kim Cotnoir-Abate, and Susan Lawlor, CRNAs, joined Drs. Adamsons, Harrison, Mason and Raggi in practice at NMC. Kim comes to us from Medical Anesthesiology Associates in Bridgeport, CT, with more than four years of CRNA experience and twelve years of prior nursing experience. Susan has most recently worked at Copley Hospital in Morrisville and brings over 26 years of CRNA experience to the NMC program.

NMC Expands Access to Ophthalmology

In May of 2012, NMC opened a new physician practice to improve access to Ophthalmology care in our community. Northwestern Ophthalmology features Gregory Brophey, MD, a Board Certified Ophthalmologist who has been on NMC's Medical Staff since 2008, working out of offices in Essex and St. Albans.

Dr. Brophey is now doing surgeries exclusively at NMC, using the latest eye care technology required for his practice, significantly reducing the need for patients to travel outside our community for eye care. Northwestern Ophthalmology's office is located at 53 Fairfax Road in St. Albans.



NMC Launches Interventional Pain Management Service

In order to expand access for patients suffering from pain, NMC has established Northwestern Interventional Pain Management service under the medical direction of William Roberts, MD, PhD, a long-standing Anesthesiologist in our community with a professional interest in pain management and narcotic issues. The service is located in the Cobblestone Health Commons building on NMC's campus.

Pediatrician Fred Holmes Retires

After 40 years and 1 day at the helm of Mousetrap Pediatrics, Dr. Fred Holmes officially retired from the staff of the practice he founded and helped build. Through his entire career, Dr. Holmes was often at the forefront of new ways of thinking about health care: he was one of the first two pediatric interns at the University of Vermont; he was an early adopter of team-based medical care; he was a driver of the merger of the St. Albans Hospital and Kerbs Memorial Hospital to create Northwestern Medical Center; and he was one of the first physicians in our community to take on the challenge of treating Opiate-addicted patients with Suboxone. Dr. Holmes has been working with patients challenged by addiction for the past 6 years. In his retirement, he is continuing this work on a part-time basis out of the Howard Center office on Fairfield Street.



Dr. Fred Holmes was presented with the first annual Deogracias "Deo" P. Esguerra, MD Service Award which honors a provider with a "passion for excellence and dedication to the patients of our community." Dr. Esguerra's widow, Evelyn, presented the inaugural award to Dr. Holmes.

"I have always been extremely satisfied when we have come to NMC. I usually use the Walk-In Clinic. They always give great care and their location in Georgia is very convenient. Thank you all for the quality care I have received." – NMC Patient

Our Year in Review: Work. Life. Balance.

Amidst tireless efforts to provide exceptional healthcare for our community, the NMC team recognizes the need for balance. For joy in work. For an opportunity to celebrate achievements. For a bit of play. We believe that the positive energy which comes from taking the time for these things helps fuel our wonderful healing environment. Here's a glimpse at some of the fun from the past year:

NMC Blimp Flies at Maple Festival & Dairy Festival

Macey's has giant balloons in their parade, so why not Franklin County? In celebration of "raising patient satisfaction to new heights," NMCers gave out raisins while marching alongside the NMC Blimp in the Maple Festival and Dairy Festival parades!

Going Red For Women

As one of the top health priorities in our community, Heart disease is the focus of many initiatives at NMC, so "going red for women" in support of the efforts of the American Heart Association comes naturally to us. We are thrilled that Jill Bowen, NMC's CEO, has been asked to chair the statewide "Go Red For Women" initiative!

Barbecued Thank You's

One way to say "we appreciate you" is to grill something for them! We enjoyed great lawn BBQs this year, taking the delicious opportunity to enjoy the sunshine and fresh air during a quick break between duties.

Bowling for a Great Cause

The Jim Bashaw Cancer & Catastrophic Illness Fund is a wonderful resource in our community that honors the memory of Jim Bashaw, a beloved local teacher and involved citizen. Each year, many NMCers join in the fun at an annual bowlathon which helps raise money for the fund. These dollars help patients and families facing catastrophic illnesses with expenses not covered by insurance.



Our Year in Review: Work. Life. Balance.

An Author in Our Midst

It is always fun to see the “behind the scenes” talents of colleagues in action—such as physicians who double as authors! The most recent member of the hospital family to have a novel published is Dr. Stephen Payne and graciously agreed to a book signing in NMC’s Courtyard Café upon the release of his new book, *Cliff Walking*. Dr. Payne joins Dr. John Minadeo and Dr. Robert Zelazo among the published authors in our community.

Kickball on the Lawn

Remember the joy of kickball? Booming a kick and scrambling around the bases? Many at NMC do—and 2012 saw the emergence of kickball games on the hospital lawn tied to our Hospital Week celebration and our successful United Way campaign!

Our Evening of Elegance

“Sometimes, it’s just nice to get gussied up.” That was one of the great comments coming out of NMC’s “Evening of Elegance” event, where staff members and their significant others got to enjoy fine food, fashion, dancing and friendship as we caught our breath during a very busy year.



Enjoying Halloween Fun

Kids love Halloween—and so do NMCers! Each year, we have a wonderful children’s Halloween celebration within the hospital family. Costumed fun, great activities, and even some delicious treats (all things in moderation)!

Picnicking At the Lake

Our community is fortunate to be nestled on the shores of Lake Champlain and it is always a joy to take a break from the worksite and enjoy a lakeside picnic. NMC’s 2012 summer picnic at St. Albans Bay featured great fun—including games, facepainting, music, food, and yes, another game of kickball!



Financial Report

	Actual 2011	Projected Actual 2012	Budget 2013
Unrestricted Revenue & Other Support			
Patient Services Revenue	\$137,414,357	\$160,926,716	\$167,682,241
Less Subsidies to MCR and MCD	43,437,492	51,307,236	59,683,799
Less Other Contractuals	14,246,040	19,383,310	19,941,511
Less Free Care	<u>1,436,832</u>	<u>1,929,691</u>	<u>2,160,515</u>
Net Patient Revenue	\$78,293,993	\$88,306,479	\$85,896,416
Other Operating Revenue	<u>1,365,802</u>	<u>1,524,469</u>	<u>3,681,277</u>
Total Revenue and Other Support	\$79,659,795	\$89,830,948	\$89,577,693
Expenses			
Salary and Wages	29,835,527	34,386,602	36,767,713
Employee Benefits	7,132,535	8,916,091	9,450,841
Supplies	9,931,572	11,102,418	11,031,088
Contracted Services	11,327,15	12,139,147	10,454,159
Other Operating	4,495,425	5,197,060	5,382,542
Provision for Bad Debt	4,640,540	3,674,857	4,572,670
Medicaid Tax	1,928,455	2,647,272	2,835,783
Depreciation and Amortization	3,346,913	3,611,844	4,062,544
Interest	<u>635,705</u>	<u>587,125</u>	<u>570,030</u>
Total Expenses	<u>73,273,823</u>	<u>82,262,416</u>	<u>85,127,370</u>
Income from Operations	\$6,385,972	\$7,568,532	\$4,450,323
Non-Operating Income			
Net Investment Income	(579,850)	3,864,019	802,427
Other	<u>(4,111)</u>	<u>142,448</u>	<u>201,566</u>
Total Non-Operating Income	<u>(583,961)</u>	<u>4,006,467</u>	<u>1,003,993</u>
Excess of Revenue and Other Support Over Expenses	<u>\$5,802,011</u>	<u>\$11,574,999</u>	<u>\$5,454,316</u>

	Actual 2011	Projected Actual 2012	Budget 2013
Clinical Statistics			
Admissions	2,254	2,265	2,229
Total Patient Days	6,709	7,148	7,048
Average Length of Stay	2.87	3.04	3.00
Emergency Department Visits	27,426	27,998	25,945
Births	436	438	420
Surgeries	2,696	3,072	3,401
Diagnostic Imaging Exams (A)	50,071	57,565	52,731
Laboratory Tests	335,635	338,779	338,869
(A) These include X-ray, Ultrasound, Nuclear Medicine, MRI, Cat Scan, Bone Density			
Financial Statistics			
Medicare/Medicaid % of Patient Revenue	56.42%	55.77%	57.67%
Days in Accounts Payable	55.6	49.8	45.3
Days in Accounts Receivable, Net	32.0	38.4	38.7
Age of Plant (Years)	10.6	10.9	10.3
Workforce Statistics			
Number of Employees	631	711	—
Number of Full-time Equivalents	473.29	526.8	563.21
Number of Scholarship Students	11	9	—
Turnover Rate	8.74%	7.29%	—
Number of Volunteers	107	99	—
Number of Volunteer Hours	19,250	19,982	—

Gifts from Our Community

NMC General Fund

Bonnie Evans
Franklin County Quilters Guild
Perrigo Company Foundation
Teknor Apex Company

Community Partners Classic

Amcare Ambulance Service
A.N. Deringer
Bernstein Global
Wealth Management
Berry Dunn
Blue Cross & Blue Shield of Vermont
Brandthorology
Cammack LaRhette Consulting
Carroll & Scribner, P.C.
Connor Contracting
Cross Consulting Engineers
CVAA
DEW Construction Co.
Energizer
Franklin County Industrial
Development Corporation
Franklin County Rehab Center, LLC
Hackett, Valine & MacDonald
Hammerworks Construction
Harrison Concrete
Havreluk Construction
J.P. Dunn, CPA
Kissane Associates
Kittell, Branagan & Sargent
Mousetrap Pediatrics
MVP
Mylan Technologies
New England Air Systems
Northwestern Counseling &
Support Services
Northwestern Medical Center
Paquin Motors, Inc.
Paul Poquette Realty Group, LLC
PC Construction Company
Peoples Trust Company
People's United Bank
Primmer, Piper, Eggleston &
Cramer, PC
Rail City Information Systems
The Richards Group
RockTenn
Ruggiano Engineering, Inc.
St. Albans Cooperative Creamery
Tyler Place Family Resort
Unifirst Corporation
Vermont Federal Credit Union

The Healing Circle Breast Cancer Support Group

Heather Bessette/H&B Greenhouse

The Healing Garden

Ace Hardware
Marilyn Pelletier/Breezy Acres
Darci Green/Green Country Corners

Jim Bashaw Cancer & Catastrophic Illness Fund

Bridget Alexander
Dorothy Atchison
Ben & Jerry's
BFA/MVU Powder Puff
Football Game
Gerard Capone
Elite Hair Salon
Eugene Quinton/Pizza Hut
Franklin County Rehab Center, LLC
Hairloft
Hannaford
Harbour Industries
Holiday House
JC Image
Jeff's Maine Seafood
Kinney Drugs Foundation
Kittell, Branagan, Sargent
Messenger Print & Design
Mylan Technologies
Northwestern Medical Center
Peoples Trust Company
Robin's Sheer Designs
Run for Jim Foundation
Sherry/Ray's Salvage
Spaulding Maple
The St. Albans Bowling Center
St. Albans Messenger
St. Albans Recreation Department
Video King
The Welden Theater
Edmund Winn
Nate Yandow/Duke's Fitness

In Memory of Douglas Atherton

Anonymous
Jeanne Frenette
Dennis Hall

Harbour Industries

In Memory of Joe Bushey, Jr.

Green Mountain Coffee Roasters

In Memory of Beth Casavant

Peter & Michele Germain

In Memory of Barbara Clark

Robert Clark
Kathleen Riley

In Memory of Mary Lou Collins

Gerald Myers

In Memory of Patricia Dickmann & Martin Chiarello

James W. Dickmann

In Memory of Shari Dishaw

Natalie Dishaw
Angela Gowing
William Thompson

In Memory of Robyn Hill

Mollie Abraham
Jeffrey Butler
Rowley Fuels
Jeanne Glazer
Gail Goodsite
One Eleven Group

Park Memorial Fund

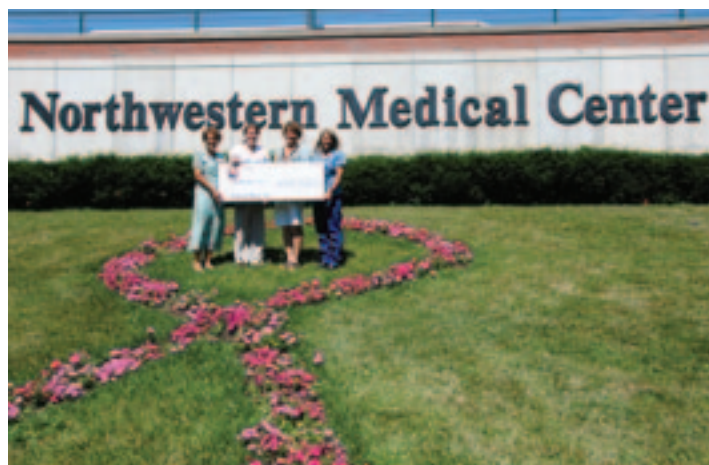
Melinda Soule
Sara Wolff

In Memory of Roland Ledoux

Robert & Kathy Bessette
Lawrence & Susan Bruce
Leona Palmer

In Memory of Wanda Robtoy Fecteau (Wanda's Walk)

Joan Robtoy



On Thursday, June 28th, representatives of the Run for Jim presented Northwestern Medical Center with the proceeds from their 2012 walk/run event, totaling \$10,000. *Pictured left to right:* Jill Berry Bowen, NMC CEO; Olivia Laporte, NMC Oncology Case Manager; Michelle Boudreau and Shari Bashaw. The Jim Bashaw Cancer & Catastrophic Illness Fund provides financial assistance to residents of Franklin and Grand Isle Counties who are experiencing catastrophic illness from cancer or other causes.



In memory of his loving wife, Barbara Clark, Bob Clark made a generous gift to the Jim Bashaw Cancer & Catastrophic Illness Fund this year, which was honored with a Leaf on the Tree of Life. *Pictured, left to right:* Brian Clark, Tim Clark, Bob Clark, and Randy Clark came together to place Barbara's Leaf on August 24th.

Gifts from Our Community

Martin H. Wennar, MD Health Education Scholarship Fund

Apria
Jeanne Begnoche
Robert Berno
Belinda Besette
John & Claudette Bostwick
Jeremy Bougeois
Kiersten Bourgeois
Steve & Debbie Bourgeois
Daniel & Lise Bovat
Jill & Tim Bowen
Tammy & Kevin Brown, DMD
Donna & Peter Burke, MD
John & Kim Chesarek
Janice & Michael Corrigan, MD
Tasha & Richard Dickinson, DMD
Dina & Thomas Dowhan, MD
Armand Morin &
Elisabeth Fontaine, MD
Franklin County Rehab Center
Theresa Gendreau
Mary Gladden
Hackett, Valine, & MacDonald
Nick Hadden
R.Adm. Warren & Barbara Hamm
Jeremy Hatch, MD

Margaret Heald
Sam & Patricia Hudson
Lynne Kane
Paula Kane
David & Susan Knights
Michelle Lawrence
Marie Limoges
Lincare
Sally Lindberg
John Liptak
Carol Livingston
Dan & Karen Luneau
Dolly MacNeil
Peter & Evelyn Martin
Janet & Michael McCarthy
Donald Mueller
John & Helen Newton
N.O.T.C.H.
Albert & Marcia Perry
Katie Richard
Kathleen Riley
Tamara Rimash, MD
Gladys Rocheleau
Toby Sadkin, MD
Patty Shaw, DMD &
Joe Salamone, MD
Sean & Jennifer Savage
Tim & Denise Smith
Sam & Rachael Smith

Steve Sobel, MD
St. Albans Duplicate Bridge Club
Carol Streeter-Wennar
Heather Streeter & Willy Ehrhardt
Karin & Lowrey Sullivan, MD
Kathleen Tabor
Madalyn Tulip
Cathy & Edward J. Tyler, III
Libby Whiting
Tari Wilson
Katherine Winchester
Henry Wirts
Dana & Barb Wolcott
Jennifer & Aaron Wright
Marsha & H. Taylor Yates, MD
Judy & Frank Zsoldos, MD
J. Brooks Zurn

**In Memory of
Edward Eaton**
Phyllis Waterhouse
**In Memory of
Malberge Molly Mercy**
Century Arms International
Allison and Mary Anne Mercy
Marcel & Nancy Prive
**In Memory of
Helena Hemond**
George & Dianne Steele

Palliative Care Fund

Elaine Rublee
Mary Wright
**In Memory of
Bernard Connor**
Trust of Eugene Lareau
Mark Quinlan
Marc Yandow
**In Memory of
Paul Cameron**
Paul Cameron



The sun was shining, the golfers were grinning and the dollars were flowing! The 6th annual Community Partners Classic golf outing to benefit NMC, Northwestern-Grand Isle United Way was held at Champlain Country Club on Friday, June 15th. *Pictured here:* Mike Connor chips his ball onto the 16th green.



At the end of August, representatives of the March of Dimes visited NMC to present our Family Birth Center with a grant to support our new Centering Pregnancy initiative. *Pictured left to right:* Dr. Elisabeth Fontaine; Dr. Leonard Tremblay; Stephanie O'Brien, RN, NMC Family Birth Center Nurse Manager; Anna Gabaree, RN, NMC OB Service Line Project Leader; Scott Bork, NMC Chief Operating Officer/Director of Clinical Services; Roger Clapp; Tim Smith and Joy Sylvester, NMC Chief Human Resources Officer/Director of Organizational Development.



Shannon Fecteau attaches a Leaf to the Tree of Life in memory of her mother, Wanda Robtoy Fecteau. Wanda's mother, Joan Robtoy (*one of our NMC Volunteers*) looks on. The family held Wanda's Walk and raised funds to donate to cancer-related causes. They chose to share a \$3,000 contribution with our Jim Bashaw Cancer and Catastrophic Illness Fund, and we thank them for their generosity!

FY 2012 Active & Referring Physicians

Allergy/Asthma

William Newman, MD

Anesthesiology

Roland Adamsons, MD
Thomas Harrison, MD
Stephen Mason, MD
Robert Raggi, MD

Cardiology

John Fitzgerald, MD

Dentistry

Nathan Bouchard, DDS
Murray Diner, DDS
David Jette, DDS
Patrick Paldino, DDS
Peter Woolhouse, DDS

Ear, Nose & Throat

Heather Herrington, MD
Paul Julien, MD
Tamara Rimash, MD

Emergency Medicine

Aaron Brillhart, MD
Louis Dandurand, MD
Suzanne Elliott, MD
Jodi Forwand, MD
Uwe Goehlert, MD
Edward Haak, DO
Marc Kutler, MD
John Minadeo, MD
Sarah Serafini, MD

Family Practice

Lorne Babb, MD
Max Bayard, MD
Michael Corrigan, MD
Erick Lavallee, MD
Stewart Manchester, MD
Terri Nielsen, MD
Toby Sadkin, MD
Susan Saferstein, MD
Miriam Sturgis, MD
Carol Thayer, MD

General Surgery

Michael Kennedy, MD
Stephen Payne, MD
Joe Salomone, MD
Mary Woodhouse, MD

Gyn Oncology

Gamal Eltabbakh, MD

Hospitalists

Rajvinder “Donny” Khela, MD
S. Sadi Raza, MD
Sanjit Reddy, MD
Harvey Reich, MD
David Shea, MD
Ned Shulman, MD
Jaspinder Sra, MD
Nathaniel Thompson, MD
Eiad Youssef, MD

Internal Medicine

Jun Fu, MD
Teig Marco, MD
Juan Carlos Nuñez, MD
Pamela Pedersen, MD

Amy Roberts, MD
Audrey von Lepel, MD
Robert Zelazo, MD
Frank Zsoldos, MD

Interventional Pain Management

William Roberts, MD, PhD

Obstetrics & Gynecology

Elisabeth Fontaine, MD
Lowrey Sullivan, MD
Leonard Tremblay, MD
Mary Ann Yeatts-Peterson, MD

Occupational Medicine

Verne Backus, MD
Austin Sumner, MD, MPH

Ophthalmology

Gregory J. Brophey, MD
Thomas Dowhan, MD
Juli Larson, MD

Oral Surgery

Robert Lesny, DDS
William Purdy, DDS

Orthopaedic Surgery

Michael Barnum, MD
Robert Beattie, MD
Denise Durant, 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
Roya Mansoorani, MD
Joseph Nasca, MD
Donna Queyquep, MD
Stacey Strouse, 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
Richard Grunert, MD
Elizabeth Perez, MD

“The staff at the Family Birth Center was so welcoming and sweet. They made me feel at home. My delivery nurse was amazing. She was so supportive and talked me through my contractions and gave suggestions on what to do to ease the pain, as I did not want to use drugs. She was very attentive to my wishes and what I needed. All the other nurses were so helpful and caring.” – NMC Patient

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“This is a great hospital. My wife was in a week ago and had excellent care and was put on the right track to recovery. Super, super, super place. Can’t say any more than thank you, thank you, thank you!”
– NMC Patient



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