

A Job Well Done

NMC 2013 Annual Report

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ACCESS,
IMPROVING
QUALITY

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VALUING OUR EMPLOYEES:

WORK. LIFE.
BALANCE.

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{ Exceptional Care } *we do that here.*

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A Job Well Done

A Letter to Our Community



Paul L. Clark
President, NMC Board
of Directors



Jill Berry Bowen
Chief Executive Officer



David Groening, DPM
President of the
Medical Staff

Exceptional care for our community. Those powerful words from our mission shape everything we do.

Exceptional care is built on access. In response to community need, we welcomed Richard White, MD, Frank Zsoldos, MD, and Stacey Dupuis, NP to Northwestern Primary Care. We welcomed Dr. Stephen Gorman to restore access to Pulmonology. Northwestern Comprehensive Pain expanded to keep pace with need. We are collaborating to strengthen Urology services and exploring options to restore access to other specialties.

Exceptional care is driven by quality. We are proud that our staff earned a 6th consecutive national Avatar award for overall patient satisfaction and that we continue to score at or near 100% on all clinical core measures. We want our patients to always receive exceptional care, so we are implementing best-practices to improve quality, strengthen communication, streamline processes, and maintain a clean, quiet healing environment.

Exceptional care includes attention to value. NMC's pilot project to reduce avoidable Emergency Department visits has achieved significant cost reductions. By using embedded RN care management and proactive communications, NMC is helping patients access the care they need in the right (and more affordable) setting, for example: at a primary care office, the Walk-In Clinic in Georgia, or a mental health office.

To maintain our ability to provide exceptional care, we have been very active at the strategic level:

- Our Board has approved a new three-year **Strategic Plan** to guide our path towards a sustainable future. We must improve access and quality while containing and reducing costs.
- We are in the midst of a **Facility Master Planning** effort to respond to healthcare reform and the needs of our community. Our facility must support the best of care within both the inpatient and outpatient settings.
- We are a collaborative leader in a community collaborative on **healthy lifestyles**. Prevention is imperative, as the best way to reduce costs is to avoid the need for costly intervention.
- We partner with the **Green Mountain Care Board** and local legislators to help them understand our community's needs, our mission, and the impact of various reform efforts.
- We are a member of **One Care Vermont**, working to shape the Accountable Care Organization's design and clinical protocols both locally and regionally, as this may be the core of Vermont's reformed healthcare system.
- We are helping the Navigators of **Vermont Health Connect** reach out to our community to assist with the new health insurance exchange. This new approach holds promise, but will only be effective if everyone obtains coverage which matches their needs and means.

There is still a great deal of uncertainty amidst healthcare reform, but our focus on exceptional care for our community will continue to be the foundation of our decisions during these particularly challenging times. Thank you for your endless support in creating and sustaining a strong presence of local healthcare. We are proud to be part of this vibrant community.

Sincerely,

Paul L. Clark
President,
NMC Board of Directors

Jill Berry Bowen
Chief Executive Officer

David Groening, DPM
President of the Medical Staff



Dr. John Minadeo

Emergency Department Pilot Project: The Right Care in the Right Setting

NMC's Emergency Department this year began a project seeking to reduce the volume of non-critical visits to the ED and ensure patients receive the care they need in the most appropriate setting.

The project aimed to make the urgent care process even more efficient and effective by connecting patients with low acuity issues with a Case Manager as part of their ED visit. Case Manager Tania Biniecki spends time talking with patients about their interactions with their primary care physician, opening up conversations about health care, insurance, obstacles to care and she makes connections to resources like the Northwestern Walk-in Clinic in Georgia. When she's unable to catch up with patients in person, she follows up by phone.

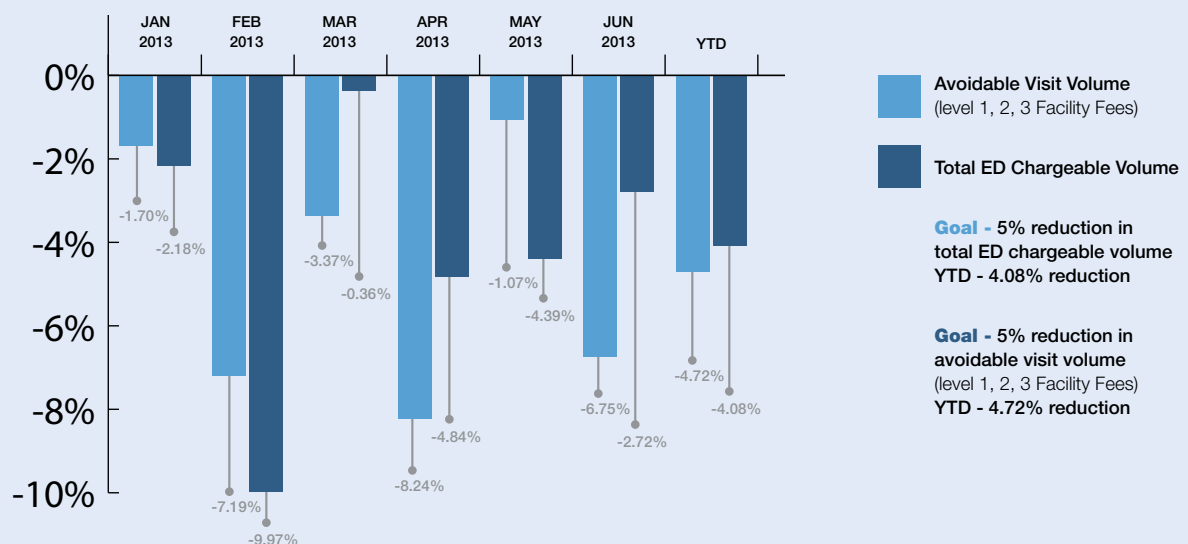
Biniecki's case management focuses on connecting some health care dots for patients and their providers. The pilot project is based on the idea that sound communication and follow-up, may make it possible to steer patients with less acute issues — Strep throat, for example — down a different path in the future. Once made aware of alternate resources, such patients may seek out their primary care doctor more easily in the future, allowing the Emergency Department to focus on high-acuity patients.

During the initial stages of the pilot, NMC also began a "Call First" campaign, encouraging the community to ensure people get the right care in the right setting. The Call First message encouraged people who are unsure whether their medical condition truly constitutes an emergency, to take a first step of calling

their physician or insurance carrier for assistance with their questions. In some cases, it may be that the doctor's office or the Northwestern Walk-in Clinic in Georgia would be the right place for the care under consideration.

Data collected for the project shows that the effort is having great success. The volume of avoidable visits was down 4.72 percent through June, and attracted the attention of U.S. Senator Bernie Sanders who visited NMC in July to learn more about this innovative project.

% Monthly Change in ED Volume (as compared to same month previous year)





The Northwestern Primary Care Team (Left to Right): Stacey Dupuis, APRN-C, Dr. Juan Nuñez, Dr. Jun Fu, Dr. Richard White, Molly Somaini, PA-C, Dr. Frank Zsoldos.

Expanding Access to Primary Care

It has been a year of growth and expansion for Northwestern Primary Care (NPC), highlighted by the addition of new providers to the team, implementation of new software for the electronic health record and renovation of space for better service. These exciting changes allow for greater access to primary care in our community, and make that care experience even more efficient and effective.

This year, NPC welcomed Dr. Richard White and Family Nurse Practitioner Stacey Dupuis. In addition, long-time community physician Dr. Frank Zsoldos began the transition of his practice to NPC in the fall 2013. These new providers joined the established team of Dr. Juan Nuñez, Dr. Jun Fu, and Molly Somaini, PA-C.

The Cobblestone Health Commons building, home of the Northwestern Primary Care practice, underwent a number of renovations to make the expansion possible. We've increased the number of exam rooms, and improved the registration area to better serve our patients and the community.

Also this year, Northwestern Primary Care was one of our practices that "went live" with new electronic medical record software. This new software connects seamlessly to data from the hospital and other providers, allowing quicker access to information wherever it is needed.

In the fall of 2013, NPC received official scoring from the National Committee for Quality Assurance (NCQA), recognizing the practice as a Patient-Centered Medical Home. Their fellow NMC primary care practice, Northwestern Georgia Health Center also achieved this designation.

This year's improvements in care coordination, access, quality and convenience support NMC's mission of providing exceptional care for our community.



I find NMC Primary Care to be excellent. Everyone – clerks, nurses, doctors and receptionist – was very friendly and considerate and helpful.” – NMC Patient



Our new Pulmonologist
Dr. Stephen Gorman

Pulmonologist Joins NMC

One of the new faces you might have seen at Northwestern Medical Center this year helped the hospital bring back a key service: Dr. Stephen Gorman joined NMC at the newly established Northwestern Pulmonology.

Dr. Gorman began seeing patients with respiratory ailments in the two-day-a-week clinic in June, offering care for a variety of lung issues including COPD (Chronic Obstructive Pulmonary Disease), asthma and shortness of breath.

The clinic is located at NMC, within the outpatient area of Surgical Services and is open on Mondays and Wednesdays. Northwestern Pulmonology joins Northwestern Cardiology in offering convenient, local access to much-needed healthcare services.

“It is very exciting to re-establish Pulmonology services here in our community for those with respiratory issues and related conditions,” said Jill Torrey, NMC’s Director of Medical Clinics. “Reducing the barrier of travel distance certainly helps improve access to necessary care. We are thrilled to have Dr. Gorman join NMC’s Medical Staff.”

Dr. Gorman is known in the local community for his work as the Medical Director of the Vermont Medical Sleep Disorders Center, which has an office in St. Albans.



My care was handled very professionally and I felt I was in the best of care. Thank you kindly.” – NMC Patient

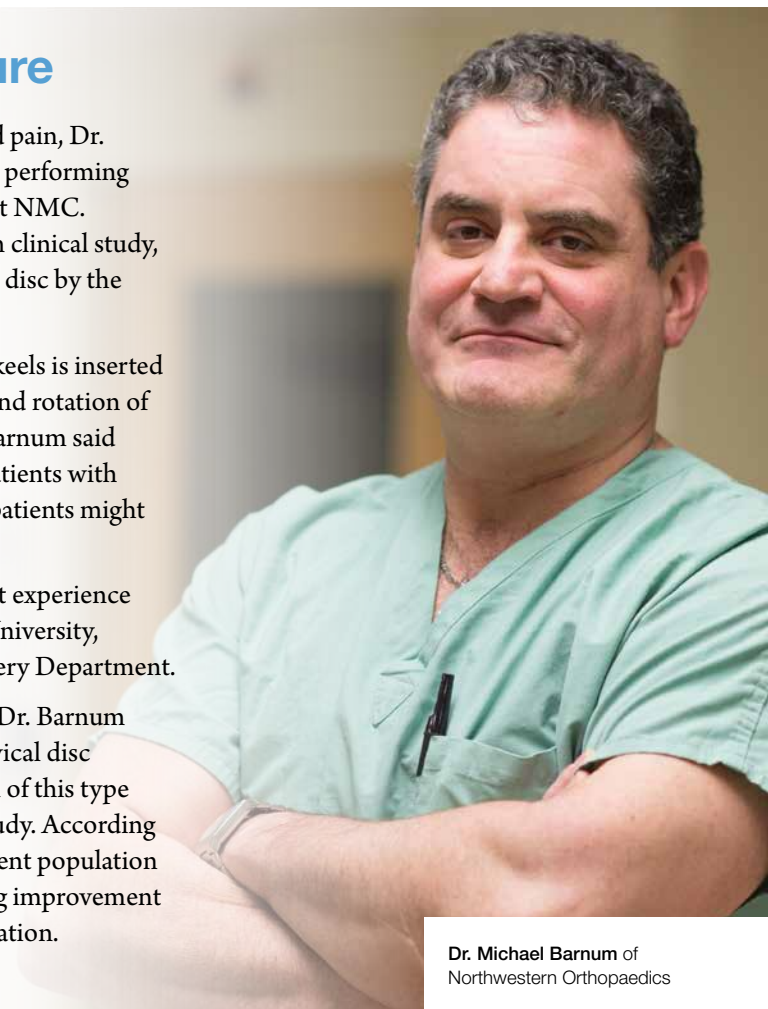
Exciting New Cervical Procedure

To help patients achieve greater mobility and lessen neck-related pain, Dr. Michael Barnum of Northwestern Orthopaedics this year began performing a procedure with a newly-FDA approved cervical artificial disc at NMC. Dr. Barnum participated in an Investigational Device Exemption clinical study, and data from that study were the basis for PMA approval of the disc by the FDA in September 2012.

In the replacement disc operation, a metal device with serrated keels is inserted into the cervical spine allowing for flexion, extension, bending and rotation of the spine in patients who suffer from cervical disc disease. Dr. Barnum said the implant surgery offers a sound option for relatively young patients with a herniated disc and little significant arthritis. Previously, these patients might have needed to opt for a disc fusion, which stiffens the spine.

Dr. Barnum joined NMC in September 2008, and 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.

With the first of these procedures performed in February 2013, Dr. Barnum became one of the first surgeons in Vermont to perform the cervical disc replacements after the FDA approval. He also conducted several of this type of cervical disc replacements during the course of the clinical study. According to study’s findings on safety and effectiveness, the indicated patient population could achieve clinically significant results with benefits including improvement in pain and disability, as well as the potential for motion preservation.



Dr. Michael Barnum of
Northwestern Orthopaedics



Making An Impact By Providing “Community Benefit”

With a history of caring which dates back to the original St. Albans Hospital in 1883, NMC is deeply rooted in our community. For years, we have served as a focal point of the region’s healthcare system, as a major employer, and a strong community collaborator. We work to increase access to care, to improve health through prevention, and to help address social issues that impact health. We do this because “Our People and Our Community” is one of our core values. Our work to make the community healthier is reported as “community benefit” to the IRS as part of their regulation of not-for-profit 501(c)(3) hospitals. Highlights from FY’13 include:

NMC launched “Healthy Hearts on the Move” as part of our efforts to address the priority issues in the Community Health Needs Assessment. Aligned with the “Go Red” campaign of the American Heart Association (chaired in ’13 by NMC CEO Jill Bowen), this was a highly interactive opportunity for individuals to learn more about improving their heart health. Participants got to try winter walking, zumba, yoga, tai chi, and resistance band training. They also enjoyed learning about nutrition, stress management, cardiology services now available at NMC, and more. This was just one of many offerings provided free of charge as a community benefit by our Lifestyle Medicine Department.

2013 saw the creation of a new community coalition on healthy lifestyles, co-chaired by Judy Ashley of the Vermont Department of Health and NMC CEO Jill Bowen. This steering group has selected health indicators (again, in alignment with the Needs Assessment) which they are working to improve by engaging our community in living healthier lifestyles.



NMC and the community get active at **Healthy Hearts on the Move**.

2013 also saw the premiere of “The Hungry Heart” a powerful documentary on prescription drug addiction in our community. NMC was a major financial sponsor of this film which highlights the amazing work of local pediatrician Dr. Fred Holmes of NMC’s medical staff. NMC created Northwestern Comprehensive Pain Management and we work closely with the Howard Center, law enforcement, Northwestern Counseling & Support Services, Champlain Valley Area Health Education Center, and other partners to address this priority in our community.

NMC also provides free care to those with financial need and absorbs the underpayments from government health programs which do not pay the complete cost of the care they promise their enrollees. Those two factors account for more than \$8 million a year and are considered a formal community benefit by the IRS. NMC also provided direct financial contribution to organizations working on improving the quality of life in our community. Our donations of this kind exceed \$50,000. A list of those we supported in FY’13 is included in this report. In addition, the use of NMC’s conference spaces by our community and the staff time we invest in organizations such as the St. Albans Rotary, the Franklin County Regional Chamber of Commerce, the Workforce Investment Board, the Franklin Grand Isle Community Partnership, the American Heart Association, and others is counted as community benefit by the IRS.

By increasing access to care, investing in prevention and working to improve the quality of life, we demonstrate the community benefit which regulators seek – something that is second nature to us here at NMC, as we care for our community – literally and figuratively.

Donations To Our Community

- Franklin Grand Isle United Way
- Hungry Hearts/Franklin County Caring Communities
- Go Red/American Heart Association
- Relay for Life/American Cancer Society
- Franklin County Home Health
- Voices Against Violence
- Champlain Valley Area Health Education Center
- Turning Point of Franklin County
- Tim’s House/Samaritan House
- Make A Wish
- March of Dimes
- St. Albans Historical Society
- Friends of Northern Lake Champlain
- St. Albans Area Watershed
- Christi Kelly Corrigan Foundation
- Hard’ack Recreation Area
- Alburgh Springs Community Hall Restoration
- Fairfield Community Center
- Challenger Learning Center
- Swanton Chamber of Commerce
- Franklin County Regional Chamber of Commerce
- Vermont Ethics Network
- Pulmonary Fibrosis Foundation
- Oklahoma Hospital Tornado Relief
- Center For Donations & Transplants

Images from **The Hungry Heart**, a documentary film underwritten in part by NMC, that addresses addiction issues in our community.



Valuing Our Employees

This year, our annual Employee Appreciation Day featured a cruise ship theme and you'll see some cruise-atmosphere photos on this page. It's an apt metaphor for a celebration of our incredible team, because it's this crew of talented, dedicated individuals who make NMC a destination of choice. To thank this amazing staff, we annually hold events like our Valuing Our Employees day, Hospital Week, award celebration barbecues and recognition of our quarterly Service Excellence All Stars. In addition we also come together at picnics, parties and through community event participation. This year we began a new tradition: a gathering to laud staff members who have achieved significant academic or professional milestones. These old and new traditions underscore our commitment to our people, our community.





“There is always room for improvement in any organization. But with that said, this hospital visit was exceptional. The staff was great throughout. From admissions to discharge. The rehab folks were fantastic! The cafeteria folks were fantastic! And the nurses were the absolute best. Thank you.” – NMC Patient

It's a Service
Excellence All-Star!

Evolving Our Facility To Meet Community Need

A healthcare facility simply cannot remain “as is” amidst growing community needs, changes in medical care, and pressures from healthcare reform. To ensure our facility can support exceptional care for both inpatients and outpatients in the future, NMC is in the midst of a Facility Master Planning effort. The draft conceptual plan was informed by patient, staff, physician, and community input within our Strategic Planning process and by best practices within healthcare. It calls for conversion to all-private patient rooms on our Medical Surgical and Intensive Care Units; more efficient, accessible, and integrated space for physician practices; flexible space for Cardiology, Pulmonology, Medical Clinics, and a Walk-In Clinic; the centralization of hospital registration; and more. With the engagement of our Leadership, Medical Staff, Management, and staff, we are heading into the schematic design phase. We expect to bring a proposal to the NMC Board of Directors for consideration during 2014. Upon approval, we would submit a Certificate of Need application for the project to the Green Mountain Care Board.



Comprehensive Pain's new location on Catherine Street.

Meanwhile, we continue to modify our facilities on a smaller scale to better serve our community:

- We added exams rooms to Northwestern Primary Care in Cobblestone to allow more patients to be seen, necessitating the shift of Occupational Health and some Rehab Services upstairs.
- We added parking at Cobblestone to accommodate the growing numbers of patients.
- We moved Northwestern Comprehensive Pain to Catherine Street to better accommodate growing need for care.
- We converted a public space on the Family Birth Center and another in Cobblestone to serve as lactation rooms for breastfeeding staff and visitors.
- We dedicated our new Chapel & Reflection Room, completing this project which provides a comforting space for all.
- We relocated our Patient Financial Services, Physician Accounts, and Health Information Management Departments (HIM) to allow for improved interim space for Cardiology and Pulmonology near the main entrance that is expected to open in December. A new permanent home for HIM is also under construction and on track for an April completion.



Cutting the ribbon on the new dedicated lactation rooms at NMC.

Financial Report

	Actual 2012	Projected Actual 2013	Budget 2014
Patient Services Revenue	\$160,926,716	\$168,185,793	\$175,627,389
Less Subsidies to MCR and MCD	51,074,331	54,043,436	60,813,623
Less Other Contractuals	19,384,583	20,957,765	21,548,594
Less Free Care	1,929,691	1,742,757	2,112,441
Less Provision for Bad Debt*	<u>3,664,454</u>	<u>4,629,093</u>	<u>4,897,611</u>
Net Patient Revenue	\$84,873,657	\$86,812,742	\$86,255,120
Other Operating Revenue	<u>1,592,651</u>	<u>3,807,846</u>	<u>4,331,931</u>
Total Revenue and Other Support	\$86,466,308	\$90,620,588	\$90,587,051
Salary and Wages	34,386,602	38,319,250	39,249,377
Employee Benefits	8,919,089	8,431,726	9,706,986
Supplies	11,169,086	11,257,990	11,683,205
Contracted Services	10,751,146	11,506,948	11,095,268
Other Operating Expense	6,726,256	5,724,275	5,669,780
Medicaid Tax	2,647,272	3,326,859	3,726,759
Depreciation and Amortization	3,542,262	4,103,956	4,302,821
Interest	<u>580,825</u>	<u>556,775</u>	<u>636,428</u>
Total Expenses	<u>78,722,538</u>	<u>83,227,779</u>	<u>86,070,624</u>
Income from Operations	\$7,743,770	\$7,392,809	\$4,516,427
Net Investment Income	3,919,586	3,986,107	917,950
Other	<u>141,333</u>	<u>955,566</u>	<u>164,918</u>
Total Non-Operating Income	<u>4,060,919</u>	<u>4,941,673</u>	<u>1,082,868</u>
Excess of Revenue and Other Support Over Expenses	<u>\$11,804,689</u>	<u>\$12,334,482</u>	<u>\$5,599,295</u>

Key Statistics

Admissions	2,265	2,319	2,235
Total Patient Days	7,148	7,450	6,826
Average Length of Stay	3.16	3.21	3.05
Emergency Department Visits	27,998	26,995	25,459
Births	438	433	420
Surgeries	3,072	3,086	3,016
Outpatient Diagnostic Imaging Procedures	52,889	53,270	53,931
Outpatient Laboratory Tests	290,026	283,937	283,842
Medicare/Medicaid % of Patient Revenue	57.31%	57.14%	56.88%
Days in Accounts Payable	58.9	56.2	50.3
Days in Accounts Receivable	35.9	38.0	31.2
Age of Plant (Years)	10.9	10.2	11.0

* Moved from Expense section to Net Patient Revenue Section



I was treated with great respect. Everyone involved was very good and willing to answer any questions I had. ” – NMC Patient





Family members gathered in December to attach a Leaf to the Tree of Life in memory of the late Dr. John Carmola.

GIFTS FROM OUR COMMUNITY

NMC General Fund

Ben & Jerry's Foundation
Richard C. Blum
IBM
Overeaters Anonymous
Unilver
In Memory of Jeanette Chevalier
Raymond & Karen Gladden
Karen Luneau - Handy Toyota & Chevrolet
IMO Carol Lynch
Darlene Worth
In Memory of Judith Centabar
In Memory of Velma Scott
Overeaters Anonymous

Child Remembrance Program

In Memory of Halle Bates
Georgia United Methodist Church
Yvette Gilligan, Sunshine Club
Steven & Janice Lynch

Community Partners Classic

A.N. Deringer, Inc.
Amcare Ambulance Service
Bernstein Global Wealth Management
Blue Cross & Blue Shield of Vermont
Cammack LaRhette Consulting
Casella Waste Management
Coca Cola Bottling Company of NNE
Connor Contracting
Cross Consulting Engineers
Efficiency Vermont
Exterus Technology for Business

Franklin County Rehab Center
Hackett Valine & MacDonald
Harrison Concrete
J.P. Dunn, CPA
Kissane Associates
Kittell, Branagan & Sargent
Alain & Tammy Morrisette
MorrisSwitzer - Envrionments for Health
Mylan Technologies
MVP
PC Construction Company
Peoples Trust Company
Philadelphia Insurance Company
Pie in the Sky
Primmer Piper Eggleston & Cramer PC
The Richards Group
Rail City Information Systems
St. Albans Cooperative Creamery
Unifirst Corporation
Union Bank

Healing Circle Breast Cancer Support Group

Bourne's Energy
Ashley Duncan - Hairloft
H & B Greenhouse
IBM

Jim Bashaw Fund

Ashley Duncan
BFA St Albans Student Activities Fund
& Powderpuff Football, Dan Marlow
Deborah Lowe-Murray
Healing Circle Breast Cancer Support Group
IBM

Timothy Hurlbut
Carol Lumbr - Rail City Salon
Ron Martin
Owen McCuin - McCuin Fuels
Floyd Moodie - Mylan Technologies Inc.
Tamara Rimash
Marguerite Robtoy
Mylan, Inc.
Annette Smith - Trendz Hair Studio
Ken and Sharon Whitehead
In Memory of Andre Brosseau
Leo Brosseau
Marie M. Minor
Robert & Linda Page
Loretta Pigeon
IMO Karen Campbell
Lisette Benoure
In Memory of Judith Centabar
Joyce & Côme Bombardier
Raymond Choiniere
Neil & Suzanne Driver
John Edwards

Henry & Linda Fil
Pat & Carol Giroux
Juliette and Hermon Harnois
Judith Kerr
Linda J Kidder - Linda J Kidder Associates
Francis & Elaine L'Esperance
Dorothy McNeil
C.J. Murray
Constance & Peter Prouty
Larry & Linda Rochon
Edward & Martha Scales
Carole Simpson
RG & Margaret Spaulding
Sandra Thompson
Total Yard Care and Snowplowing -
Marc Yandow
Flossie M Vernal
Larry & Shirley Wall
Joyce & Douglas Weld
IMO Mary Lou Collins
Gerry & Lisa Meyers
IMO Anthony Gomez



Shari Bashaw and Bill O'Connor from the Run for Jim organization present NMC with the proceeds from the 2013 walk/run event, totaling \$12,000. Pictured from left to right are Jonathan Billings, Vice President of Planning and Community Relations; Jill Berry Bowen, NMC CEO; Bashaw and O'Connor. The donation was made to the Jim Bashaw Cancer & Catastrophic Illness Fund which provides financial assistance to residents of Franklin and Grand Isle Counties who are experiencing catastrophic illness from cancer or other causes.

Melanie Hess
 Hermine & Ronald Meyer
 Michael & Jana McGrath
 Patrick & Laurie Queor
 Martha Ann Smith
In Memory of Carol LaCasse Lynch
 Kevin Burke
 IMO Ronald Martin
 Lillian and George DeCell
 Sharon Resseguie
 In Memory of Blanche Partlow
 Andre Brosseau
 Johnson Lambert & Co.
 Constance A. Mulherin
 Thayer Robtoy
 Kevin Smith - Kevin Smith's Sports Connection

Healing Circle Breast Cancer Support Group

Owen McCuin, - McCuin Fuels
 Annette Smith, - Trendz Hair Studio
In Memory of Blanche Partlow
 Johnson Lambert & Co.

Palliative Care

Gale & Denise Messier
In Memory of Mary Connor
 Thomas Howrigan
In Memory of Richard Roberge
 Thomas Howrigan
 Ralph Longley
 Olive White
In Memory of Betty Sweet
 Roland & Nancy Boucher
 Highgate Elementary School
 Hull Insurance
 Rosaire Paquette - United Steel Workers
 Shirley Sweet
In Memory of Betty Scott
 Duane & Shirley Sweet
In Memory of Velma Scott
 Robert & Beverly Cyr
 Crissey Harrington
 R.G. Lamarche, DMD
 Peter & Sherri McCormick
 Sharon & Mark Merlo
 James & Colleen Mumley
 Dan & Jane Scott

Sheehey Furlong & Behm
 Frank & Rosemary Spendley
 Larry & Shirley Wall
 Joan T. Whitesell - Order of the Eastern Star Columbia Chapter #76
In Memory of Blanche Partlow
 Eugene Brosseau
 Leo Brosseau & Family
 Jamie & Robert Partlow

Martin H. Wennar, MD Health Education Scholarship Fund

Ronald Anstey
 Robert Beattie
 Leon Berthiaume
 Jonathan & Marilyn Billings
 John Bostwick
 Kiersten Bourgeois
 Steven J. Bourgeois
 Dan Bovat
 Jill Berry Bowen
 Dr. Kevin Brown
 Dr. Peter Burke
 William E. Cain
 Michelle Carner
 John Chesarek
 Emanuel Chiappinelli
 Paul L. Clark
 Tammie & Michel Consejo
 Benjamin Cooke
 Dickinson & Branon Dental Care, PLC
 Dr. Thomas Dowhan
 Dr. Elisabeth Fontaine
 Franklin County Rehab
 Franklin County Surgical Associates, P.C.
 Theresa Gendreau
 Nicholas Hadden
 John T. Hango
 Dr. Jeremy P. Hatch
 Margaret Heald
 Peter A. Hofstetter
 Margaret Kane
 David Knightes
 Susan Lawlor
 Sally Lindberg
 Carol Livingston
 Earl & Holly Magoon
 Steven Marshall
 Peter Martin



This was a record-breaking year for the annual Bowl-a-Thon held to support the Jim Bashaw Cancer and Catastrophic Illness fund. The event raised \$17,400, more than \$4,200 higher than the next most successful fund-raising year, which came in 2010. Thanks go out to the 32 teams and 181 bowlers who made this incredible success possible.

Dr. Stephen B. Mason
 Janet McCarthy, Franklin County Home Health
 Jennifer & Thomas McConnell
 Dr. Joseph D Nasca
 Samuel D. Nelson
 John A Newton
 NMC Auxiliary
 Donna Ovitt
 Pam Parsons - Northern Tier Center for Health Richford
 Pamela Pederson
 Albert & Marcia Perry
 Donald Poirier
 David Powell - St. Albans Electric Appliance Co. Inc.
 Robert Raggi
 Gregory A. Rainville
 Dr. Tamara Rimash
 Sam & Kimberly Ruggiano
 Dr. Toby Sadkin
 Dr. Susan Saferstein
 Dr. Ned Shulman

Ted D. Sirotta
 Dr. Thomas Suppan
 Christine Suratt
 Kathleen Tabor
 Madalyn Tulip
 Chuck Verderber
 Beth Wennar
 Katherine Winchester
 Henry K. Wirts
 Dr. H. Taylor Yates
 Dr. Mary Ann Yeatts-Peterson
 Dr. Robert M Zelazo
 Dr. Frank Zsoldos
 St Albans Duplicate Bridge Club
 Patricia M. Williamson

Sowles Free Care Fund

Pratt, Randall & Nancy

Tree of Life

In Memory of Dr. John Carmola
 NMC Auxiliary



Despite a tournament cancellation due to a rain-saturated course, the partners involved in the Community Partners Classic (CPC) Golf Tournament presented the Champlain Country Club with an Automated External Defibrillator (AED) as a token of thanks for its years of support. The AED presentation took place in a cold rain around the time normally reserved for the tournament's morning flight tee off. Weeks of wet weather saturated the course, and inches of rain in the forecast necessitated a cancellation, a first the tournament's history. While no golf was played, the event was still a testament to the generosity and community spirit of CPC supporters. Special thanks to the tournament's supporting sponsors A.N. Deringer, Hackett Valine & MacDonald and Peoples Trust Company who graciously helped navigate the event cancellation.

Leadership

Board of Directors Incorporators

Paul Clark
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John Hango
Vice President

Kevin Manahan
Treasurer

Bill O'Connor
Secretary

Leon Berthiaume

Paula Kane, Esq.

Michelle Lawrence, CPA

Janet McCarthy

Marietta Scholten, MD

Patrick Talcott

Frank Zsoldos, MD

David Groening, DPM
President of the Medical Staff

Janis Appel

Judy Ashley McLaughlin

Kathy Babits

Michael Barnum, MD

Mary Bates

Stan Beauregard

Jeanne Begnoche

Maria "Loli" Berard

Leon Berthiaume

Bob Bessette

Fran Bouchard

Charles Boudreau

Grace Dickinson Branon, DMD

Steve Broer, Psy.D

Jacqueline Brosseau-Cyr

Lawrence Bruce

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Tessie Bushey

Ruth Carlson

John Casavant

Jane Catton

Sandra Chagnon

David Charbonneau

William G Cioffi

Paul L Clark

Donald E Collins

Phillip Condon

Bev Connors

Michael Corrigan, MD

Michael Curtis

Christopher Dermody

Martha Deslauriers

Marie Destefano

Richard Dickinson

Steven Doe

Sally Dubois

David Ducham

John Edwards

Richard Feeser

Angelo Finelli

Nancy Fiske

Elaina Fontes

Bradley Gabree

Uwe Goehlert MD

Nilda Gonnella-French

Debbie Green

William Greenwood

James Gregoire

Molly A Grismore

Nicholas Hadden

Joe Halko

Christina Hamel

John Hango

Raymond "Rhett" Heald

Harold Hebert

Gerald Herrera

Brian Honsinger

Jacqui Hood

Jeanne Hopkins

Madeline Howard

Judith Howrigan

Virginia Howrigan

Bridget Howrigan Rivet

Thomas Howrigan, MD

Anna Hurlbut

Shirley Jacobs

Lura Jacques

Hayden Janes

John Johnston

Paula J Kane

Celeste Kane-Stebbins

Kathleen Keenan

Dana Kittell

Jean Lamphere

Connie Lane

Michelle Lawrence

Jeffrey Levesque

Sally Lindberg

Carol Livingston

Cheri Losito

JoAnn Manahan

Kevin Manahan

James Manahan II

John Manahan Jr

Steven Marshall

Melisande Mayotte

Michael McCarthy

Janet McCarthy

Mark McGinn

Susan Moore

Charlie Moore

Dorey Myers

Joe Nasca MD

William Nihan

William O'Connor

Patricia Palmer

Pamela Parsons

Stephen Payne, MD

Peter Perley

Albert & Marcia Perry

Keith & Sylvia Ploof

Joanne Polanshek

Susie Posner Jones

Martha Rainville

Peter Rath

Patricia Reed

Bryant Reynolds

Susan Roberts

William Roberts, MD

Donna Roby

Kevin Scheffler

Marietta Scholten, MD

John Schreindorfer

Albert & Sally Severy

May Shearer

Heather Skilling, DVM

Timothy Smith

Helen Soule

Stephen Stata

Sarah Sterling

Kathy Tabor

Patrick Talcott

Rebecca Tarte-Richards

Cheryl Teague

Albert Tetreault

Maureen Toof

Paula Tremblay

Edward Tyler III

Howard Van Benthuyssen

Mara Vijups, MD

James Walsh

Scott Wells

John Whitney

Joan A Wood

Penny Wright

Jeff Young

Frank Zsoldos, MD

Leadership Team

Jill Berry Bowen
Chief Executive Officer

Ted Sirotta
*Senior Vice President,
Chief Financial Officer*

Jane Catton
*Senior Vice President,
Chief Operating Officer*

Joel Benware
*Vice President, Information
Systems & Compliance*

Jonathan Billings
*Vice President, Planning
& Community Relations*

Diane Leach
*Vice President, Quality
& Medical Staff Services*

Lowrey Sullivan
MD Chief Medical Officer

Joy Sylvester
*Vice President, Human Resources &
Organizational Development*

NMC's Active & Referring Physicians

Anesthesiology

Thomas Harrison, MD
Regina Gritsavage, MD
Jon Knoff, MD
Stephen Mason, MD
Robert Raggi, MD

Cardiology

John Fitzgerald, MD

Comprehensive Pain Management

William Roberts, MD, PhD

Dentistry

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
Alicia Guilford, MD
Erick Lavalley, MD
Stewart Manchester, MD
Terri Nielsen, MD
Toby Sadkin, MD
Susan Saferstein, MD
Miriam Sturgis, MD
Carol Thayer, MD
Richard White, MD

General Surgery

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

Gyn Oncology

Gamal Eltabbakh, MD

Hematology/Oncology

Leslie Lockridge, MD

Hospitalists

Rajvinder "Donny" Khela, MD
Mark Lee, MD
S. Sadi Raza, MD
Sanjit Reddy, MD
Ali Saab, DO
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

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, CIME

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
Kristen Connolly, 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

Pulmonology

Stephen Gorman, MD

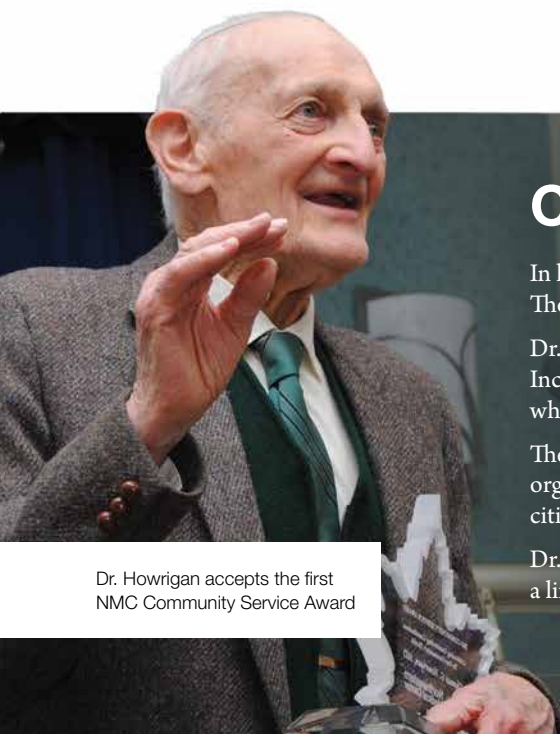
Radiology

Ryan Kirwan, MD
Olga Lopatina, MD
Quentin Rose, MD
Alexei Viazmenski, MD

Urology

Cengiz Esenler, MD
Richard Grunert, MD

**leave of absence as of 4/2012*



Dr. Howrigan accepts the first NMC Community Service Award

Community Service Award

In honor of his many years of service to the community and to Northwestern Medical Center, Dr. Thomas G. Howrigan was awarded the inaugural NMC Community Service Award in May 2013.

Dr. Howrigan accepted a cut-glass maple leaf shaped award at a meeting of NMC's Board of Incorporators, and his name was inscribed on a plaque made of maple in the shape of a tree which is displayed in NMC's Conference Center.

The award was established by NMC's Board of Directors to recognize a local individual or organization who exhibits enthusiasm, integrity, and perseverance beyond the ordinary to help fellow citizens and the community through selfless giving to improve the overall health of the community.

Dr. Howrigan was a natural choice as the first recipient of the annual award as he truly dedicated a lifetime to serving his community and the healthcare community in Franklin County.

{ Continuous Improvement } *we do that here.*



We Are Not Resting On Our Laurels.

We are proud that the Northwestern Medical Center staff has earned a sixth consecutive national award from Avatar for overall patient satisfaction. This is a tribute to the caring and hard work of every member of our team. Still, we are not satisfied. There are always opportunities to do even better. We appreciate the feedback from our patients and are striving to improve. We are improving how our doctors, nurses, and staff communicate with patients. We are working to make sure patients understand their medications and how to continue their healing when they arrive home. We are continuing to focus on the restfulness and cleanliness of our healing environment. We are seeking out every opportunity to provide exceptional care. To our patients, we say thank you for choosing to have your care provided by our team. It is our honor and pleasure to care for you.



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