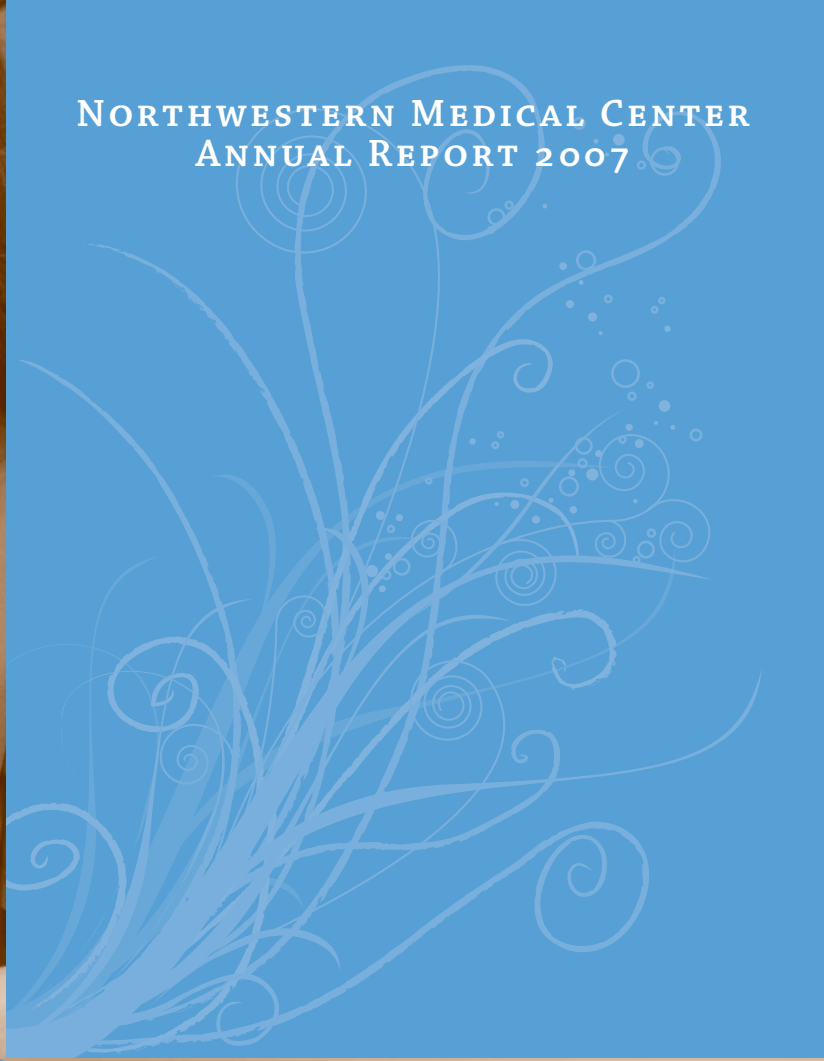


NORTHWESTERN MEDICAL CENTER
ANNUAL REPORT 2007



*Caring for
Our Community*



about us

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

We're a bustling, friendly, surprising little place. Each year our staffs of 600 employees and 75 active staff physicians care for more than 2,000 inpatients; 500 newborns; 3,000 surgical patients; and 25,000 Emergency Department patients. We are incredibly proud of the warmth of the care they provide – and just as proud of their quality and their efficiency:

- NMC ranks highly in Avatar's national comparisons of patient satisfaction;
- NMC is now consistently at or near 100% on the Medicare/CMS Core Measures; and
- NMC maintains the second-lowest "cost-per-adjusted admission" among Vermont's hospitals as reported by Vermont's Healthcare Administration (BISHCA).

Our vision is to be at the center of our community's efforts to be healthy. As such, NMC is an active partner in the management of chronic disease and the promotion of improved personal health. As a major employer and significant economic presence, NMC is active in efforts to make northwestern Vermont an even more wonderful place to live and work.

our mission

NMC exists to provide access to optimal health care in our community.

our vision

NMC will be at the center of our community's efforts to be healthy.

our values

Quality Service At NMC, we believe above all else we should provide the best service possible.

Progress At NMC, we believe it is our responsibility to seek out a better way of doing everything.

Relationships At NMC, we believe in collaboration and are willing to invest the honesty, openness, and trust in our relationships that collaboration requires.

People As Individuals At NMC, we believe each individual has unique needs and strive to act accordingly.

Efficiency At NMC, we believe it is our responsibility to search for improvements to optimize our use of resources.

Community Based Services At NMC, we believe that the health care system should be a reflection of the needs of the community it serves.

On the cover: Audra Lamothe-Wood, RN, of the Family Birth Center welcomes a newborn to our community while Andrea McDonald, RN, cares for a gentleman on the Medical/Surgical Unit.



our report to our community

If they gave an award for “Comeback Story of the Year” for Vermont hospitals, the staff, physicians, volunteers, and Board here at NMC would be strong candidates for the 2007 award. Thanks to their efforts, we are pleased to report that NMC has rebounded from a \$1.6 million loss from operations in FY06 to achieve a positive bottom line of more than that amount in FY07.

Best of all, this turnaround was accomplished without compromising the quality or warmth of the care we provide – as NMC continues to rank highly in national comparisons of patient satisfaction and we are now consistently at or near 100% on the Medicare/CMS Core Measures.

This annual report only begins to tell the story of the hospital family’s efforts over the past twelve months:

- new physicians have been recruited to join our staff;
- improvement efforts resulted in even greater effectiveness and efficiency; and
- more patients chose to have their care delivered right here, close to home.

Unfortunately, even the most vibrant community hospitals lead fragile lives in today’s world of cost-shifts and reduced reimbursement. Given looming reductions in Medicare, increased bad debt, and other factors, NMC had to request a 13% rate increase for FY08 – after being in the 0%-3% range in most of the past few years. We were granted a 10.5% increase (see page 11). The impact of this is nearly a \$400,000 reduction in net income.

Therefore, as we enter FY08, the hospital family is once again faced with a financial challenge. We must adjust to the \$400,000 reduction in net income – and are committed to doing so without compromising the care we provide our community.

NMC thrives because of the passion of the hospital family and the trust of our community. Together, we will meet this challenge. On behalf of the entire NMC Board and our Leadership Team, thank you for being a part of what makes NMC a wonderful place to work.

Sincerely,

Peter Hofstetter
Peter Hofstetter
Chief Executive Officer

Nick Hadden
Nick Hadden
President,
NMC Board of Directors

It's a great place, feels small and cozy, which I prefer. I choose to go to your hospital - I love the place and the people.

— patient comment

improving for our community

Part of what makes NMC special is our organization-wide focus on continually improving how we do what we do. High scores on state-wide comparisons or national benchmarks are not reasons to coast at NMC – they are encouragements to keep up our efforts to improve. It's our pleasure to highlight a few of the improvements of FY07 here in our annual report:

SBAR: Improving Communication

During a typical stay in the hospital, it's likely a patient will be cared for by a number of our staff: nurses, physicians, clinicians, etc. How well these providers communicate directly impacts the continuity, effectiveness, and personal-nature of the patient's care. We've improved these communications through SBAR (Situation, Background, Assessment, Recommendation) – a standardized approach to ensure that each provider has a thorough, organized sense of the patient's status, something identified nationally as a key to patient safety. The nurses on NMC's inpatient units have brought these communications to the bedside – so patient and (when appropriate) family can hear the exchange and more actively participate in decisions about his/her care. NMC has even extended the use of SBAR into pre-hospital settings: working with local ambulance crews to improve the exchange of information during the hand-off of a patient in that critical setting (and may still be the only Vermont hospital who has taken SBAR that far).

Improving Communication, Part II

As discussed previously, the SBAR approach is improving communication between patient care providers and brings the patient into important conversations. NMC's nurses are going beyond SBAR in their efforts to improve communication with patients. Our Nurse Managers are "making the rounds" – visiting each patient on their unit, touching base on their care, answering questions from patients and family members, and discussing plans for the rest of the patient's stay. In addition, recognizing that patients may not always remember the specifics of conversations with staff, our nurses are using whiteboards in patient rooms to leave reminders for patients or family members, clarify what will be happening each day, and listing goals for the patient to work towards. These efforts are in line with national patient safety goals relating to involving patients in their care – and are the kind of warm, personal care for which NMC is known.

Rapid Response: Turning Insight Into Action

Sometimes, based on professional insights, a nurse "just knows" that something isn't right with a patient even before it shows up clearly in blood tests or other diagnostics. To capitalize on that professional insight, NMC has instituted "Rapid Response Teams" that a bedside nurse can call upon to access the specialized training of an Intensive Care nurse and a Respiratory Therapist. Together, they perform an in-depth assessment of the patient, confer, organize recommendations for proactive measures, and involve the necessary physicians – getting the patient the care he/she needs to prevent a "crash." These types of instances are somewhat rare – but for the patients whose decline was prevented or whose lives may have been saved because of this inter-departmental teamwork, it's a wonderful improvement within NMC.

Medical Surgical Unit nurses Leanne Medor, RN, and Bobbie Billado, RN, use the SBAR approach to communications at a patient's bedside, ensuring a smooth hand-off of care and involving the patient and family in their care.



quality improvement

STEMI: Optimal Cardiac Care

“ST Elevated Myocardial Infarctions” are among the most dangerous of heart attacks, given their sudden onset and deadly implications. For these patients especially, time is of the essence. NMC’s Emergency Department has worked with Fletcher Allen’s Cardiology and Emergency Departments to implement a specialized STEMI Protocol – which calls for patients experiencing that type of heart attack in northwestern Vermont to be assessed, diagnosed, and stabilized at NMC, transported to Burlington, and into the FAHC Cardiac Cath Lab within 90 minutes. That’s 90 minutes total, including drive time. With this amazing collaboration and their unquestioned commitment to saving lives, the STEMI protocol was recently successfully completed in as little as 67 minutes overall, with NMC’s staff doing their part in less than 25 minutes. When every minute makes a difference, this effort is truly a life saver in our community.



Emergency Department physician Ewe Goehlert reviews an EKG, one of the vital diagnostics used in assessing patients with cardiac conditions that may trigger the STEMI protocol.

Improvement Amidst 25,000 Emergencies

The NMC Emergency Department treats over 25,000 emergencies every year, making us one of the busiest ED’s in Vermont. Our patient satisfaction data and clinical measures show they do a great job – but that’s not enough for our ED staff. In an effort to be even better, they are working with the Institute of Health Improvement’s national collaborative for Emergency Departments. They’re focusing on reducing the waits and delays, improving communications, implementing bedside registration, and streamlining systems. Joining in these efforts are the departments the ED works with every day: Lab, Diagnostic Imaging, ICU, Med/Surg, Patient Access, and others – it’s truly a multi-disciplinary effort! The ED’s goals include achieving 100% on core measures, earning a “5 Star” rating in patient satisfaction, and reducing the Length of Stay from arrival to discharge to under 180 minutes for 90% of Emergency visits and under 60 minutes for 90% of the Intermediate Care (Fast Track) patients. Given their early results, they’ll meet those goals this year!

The entire staff was most helpful, courteous and genuinely cared for our son during his visit. As far as we are concerned, we wouldn't go Anywhere else for care. Keep up the amazing work.

— patient comment

Hospitalists: The Doctor Is In

The demands of running a primary care medical practice are greater now than perhaps ever before. To alleviate some of that pressure and improve the continuity of care for hospitalized patients, a group of Hospitalists are now on staff at NMC. A Hospitalist is a physician, typically an Internist, who specializes in the care of patients in the hospital. Because the Hospitalists do not maintain office practices, they can focus all their attention on patients inside the hospital. The Hospitalists work very closely with the community-based primary care physicians before, during, and after a patient's admission to ensure continuity of care. By entrusting the care of their patients who need to be admitted to a Hospitalist, primary care physicians have found they can concentrate more on the patients in their offices. Within NMC, the Hospitalists represent an additional clinical resource for our patients and our staff.



Hospitalist Robert Cochrane, MD, cares for a patient on the Medical Surgical Unit, allowing the patient's primary care physician to focus on patients at the office.

Expanding Our Online "Presents"

When the new NMC website went online last year, we fully expected the physician directory and our job postings to be two of the most popular pages for our community. We didn't quite expect our online greeting cards to be quite so popular! We are thrilled that so many of our patients' family and friends have logged on and sent cards to our patients – it really brightens the day for folks. Building upon the popularity of the online Greeting Cards, the NMC Gift Gallery now has an online presence on the NMC website! Family and friends can now log on and have a present delivered to an NMC patient – flowers, stuffed animals, and more! It's a fast, convenient way to let someone know you care – visit www.northwesternmedicalcenter.com and follow the link to the Gift Gallery. You'll make their day, without ever having to leave your home or office!



Sometimes Simple Is Incredibly Effective

Just like your mother probably told you, hand washing really is one of the best ways to avoid the spread of infection. According to the Centers For Disease Control (CDC): "Improved adherence to hand hygiene (i.e. hand washing or use of alcohol-based hand rubs) has been shown to terminate outbreaks in health care facilities, to reduce transmission of antimicrobial resistant organisms (e.g. methicillin resistant staphylococcus aureus - MRSA) and reduce overall infection rates." Even though infection rates at NMC are already significantly below national averages, NMC has implemented a hand hygiene program to raise awareness of this simple, effective strategy throughout the organization.

Tobacco Free Campus

“World No Tobacco Day” on May 31, 2007 kicked off a renewed effort at NMC to maintain a tobacco-free campus. Smoking continues to be the number one cause of preventable death in the United States (accounting for 18.1% of total deaths, according to the Journal of American Medical Association). For the health of everyone, we ask that everyone refrain from smoking or using tobacco products anywhere on NMC property, including the parking lots. While many have chosen to simply refrain from smoking while at the hospital, others have quit altogether. For assistance in quitting, including free nicotine replacement, call the Vermont Quit Line toll-free at 1-877-YES-QUIT, the “Ready, Set...Stop” program at 524-8435, or visit VermontQuitNet.com.



Committed to a...
Tobacco-Free Future!

NMC Asks All Staff, Patients, Physicians, & Visitors Not to Use Tobacco Anywhere on the Hospital Campus.

To ensure a healthier environment for care and recovery, NMC is re-dedicating itself to maintaining a tobacco free campus.

On May 31, NMC will re-affirm our status as a tobacco-free campus. We ask that staff, patients, visitors, and physicians refrain from smoking or other tobacco use anywhere on the hospital campus.



133 Fairfield Street
St. Albans, VT
(802) 524-5911

NMC helps our patients refrain from smoking by providing coaching and access to nicotine replacement. Those who want to quit can get help (including coaching and free nicotine replacement) by calling “Ready, Set, Stop” at 524-8831 or the Quit Line at 877-YES-Quit.

www.northwesternmedicalcenter.org

NMC used print advertising in local newspapers as one of many strategies to let people know about the Tobacco-Free campus.

The care I received throughout my 4-day stay was phenomenal! Everyone on staff was kind, courteous, and took the time to get to know me personally! The nursing staff was outstanding. They were always upbeat and responsive to my needs and questions..

— patient comment

Helping People Make Positive Change

Making a positive behavior change can be a challenge – and so NMC staff have improved the process they use to help others improve their health. Over the past year, staff in Community Wellness and Chronic Disease Management have been trained in – and adopted – Motivational Interviewing. Using this evidence-based approach, nurses, registered dietitians, and our health educator are working with patients and clients to enable them to find their motivation and implement positive behavior change in their lives.

Through Motivational Interviewing, our staff is seeing even better results in their efforts to support positive behavior changes. Based on this success and requests from others, we have opened our trainings to our colleagues at the Vermont Department of Health and other organizations throughout the State.

act 53 reporting

NMC's annual report is just one tool we use to formally report to our community. Under Act 53 (the Vermont law which speaks to planning and regulation of health care facilities), Vermont's hospitals work with BISHCA (Banking Insurance and Health Care Administration) to publicly report data regarding hospital performance and community needs.

From a link in the navigation bar on the NMC website (www.northwesternmedicalcenter.com), the public can reach our Act 53 site (screen shot on the right). From there, visitors can view annual data relating to:

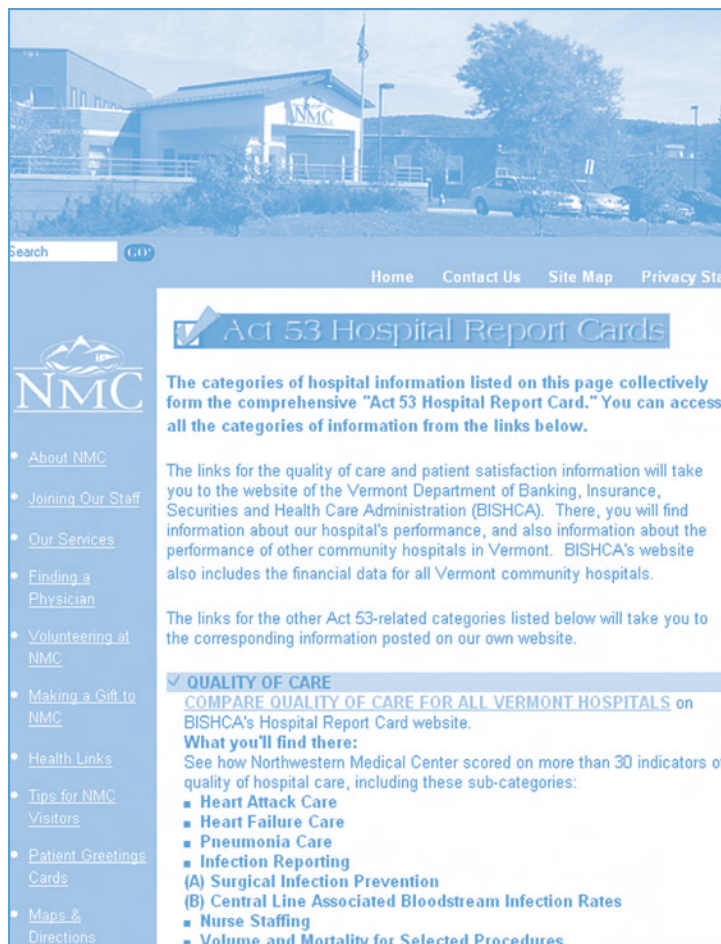
- Quality of Care;
- Safety Initiatives;
- Quality Improvement initiatives;
- Patient Satisfaction;
- Hospital Pricing;
- Financial Reports;
- Community Needs (see below);
- Hospital Governance; and
- NMC's Complaint Process.

The Act 53 information is updated on an annual basis. To provide access to updated information on an ongoing basis, NMC has added a "Quality Updates" section to our website (see page 7 for more information).

Act 53 Community Priorities

The following priorities were identified by our community through the Act 53 Assessment process:

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



I would definitely recommend all my family and friends go to this hospital for any and all medical needs! You guys/gals are the best. Keep up the good work.

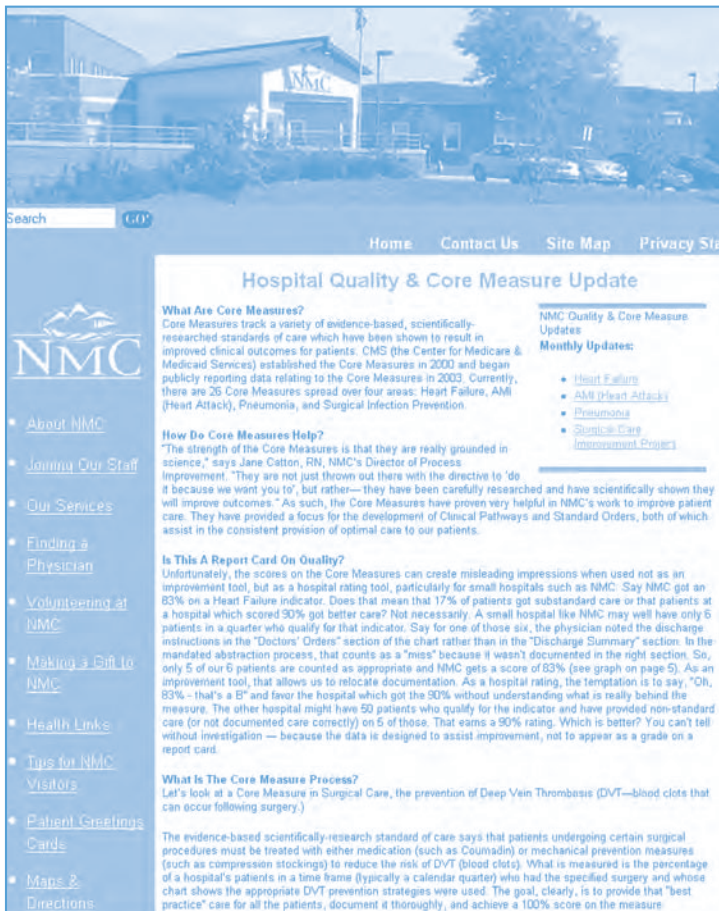
— patient comment

Ongoing public reporting

While this report and our Act 53 website share data with the community on an annual basis – NMC has opted to go beyond the mandate. We have added a “Quality Updates” section to the NMC website (screen shot below), which provides our community with access to updated Core Measure data (samples to right).

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

Much of this data is very “clinical” in nature and we have tried to find the words to explain what the data represents, why it is important, and how to interpret it. Because NMC is a relatively small hospital, some of our numbers are small as you look at specialized measures. Therefore, percentages may fluctuate more than might be expected – a “100%” drops to “67%” if one of three cases drops out. This is particularly true in our inpatient cardiac measures – as for many of those cases (as described in the STEMI article on page 3), optimal medical care means a transfer to tertiary care, so they are never counted in those particular statistics for NMC. Still, the data will give you a sense of the emphasis NMC places on quality, on improvement, and on open communication.



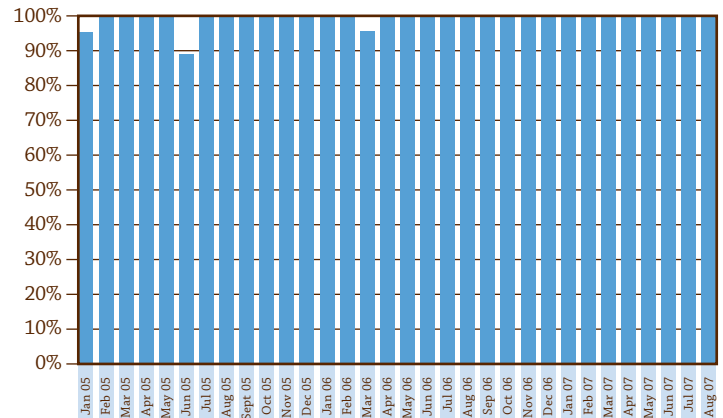
Oxygenation Assessments

A higher score is better

What this means: This is a measure that shows the percentage of pneumonia patients that had their blood oxygen level measured.

Why this is important: Pneumonia affects the lungs in patients and can cause a decrease in the amount of oxygen that is carried throughout the body.

Core PN1 - Oxygenation Assessment



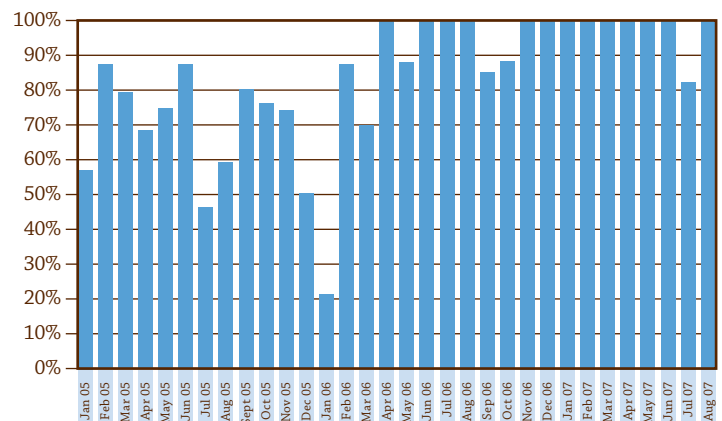
Prophylactic Antibiotic Received Within One Hour Prior to Surgery

A higher score is better

What this means: This is a measure that shows the percentage of surgical patients that received prophylactic antibiotics within 1 hour prior to surgical incision.

Why this is important: Scientific studies show that patients who receive prophylactic antibiotics within 1 hour of surgery incision time can have reduced numbers of post operative infections.

Core SCIP1a - Antibiotics Within 1 Hour of Incision - Overall





Molly Grismore, ED Nurse Manager, takes a hose to an employee's car as part of a Hospital Week car wash.



Pam Cross was invited to Washington to speak at the American Hospital Association's national meeting regarding our wellness efforts and the role of prevention in healthcare reform.



Dr. Zelazo signs copies of his book, "Time of Trial" in the Courtyard Café.

Jonathan Billings takes an Afghani delegation on a tour of NMC.





In one of the “Storms of the Century” in early 2006, NMC Facilities Staff rose to the occasion and kept our campus open.



Employees raised over \$17,000 for the United Way and Carol Livingston took home one of two kayaks given away as part of the NMC Employee campaign.



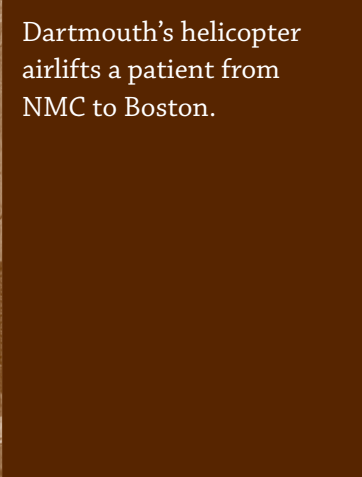
Members of the Auxiliary tour NMC’s new Field Operations Unit for use in disasters. See page 14 for more information.



Community members & staff join in song for Cardiac Capers in October of 2006.



NMC Nurses donned their traditional “whites” in celebration of National Nurses’ Week.

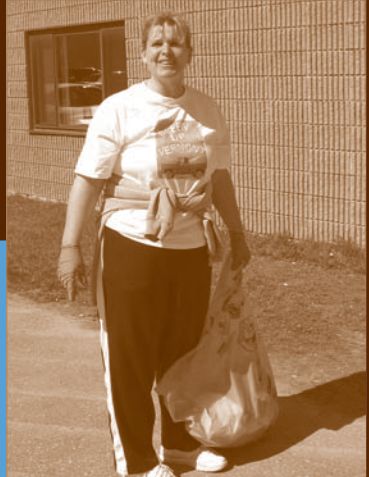


Dartmouth’s helicopter airlifts a patient from NMC to Boston.



Johanna Brabham was one of the NMC’ers active in the community on Green Up Day.

Chef Amy Woodward joins the NMC team, bringing even greater culinary flair to NMC.



Budget

Unrestricted Revenue & Other Support

	Actual 2006	Projected Actual 2007	Budget 2008*
Patient Services Revenue	\$74,191,287	\$83,638,452	\$94,833,754
Less Subsidies To Medicare and Medicaid	22,458,237	26,363,073	31,472,622
Less Other Contractuals	3,817,188	4,070,414	7,128,532
Less Free Care	855,552	1,040,110	1,422,506
Net Patient Revenue	47,060,310	52,164,855	54,810,094
Other Operating Revenue	541,468	1,010,112	1,069,093
Total Revenue and Other Support	47,601,778	53,174,967	55,879,187

Expenses

Salary and Wages	20,722,837	21,366,075	23,271,760
Employee Benefits	5,502,712	5,776,769	6,798,874
Supplies	6,290,583	6,215,161	6,777,412
Contracted Services	5,669,388	7,127,233	7,139,818
Travelers Expense	428,002	475,897	240,400
Other Operating	3,116,882	3,580,099	3,976,002
Provision for Bad Debt	3,613,797	2,846,416	2,951,072
Medicaid Tax	404,161	518,131	561,387
Depreciation and Amortization	3,020,396	2,985,768	3,009,747
Interest	454,843	582,229	533,202
Total Expenses	49,223,601	51,473,778	55,259,674
Income (Loss) from Operations	(1,621,823)	1,701,189	619,513

Non-Operating Income

Net Investment Income	1,124,574	1,252,618	960,000
Other	127,213	45,859	55,849
Total Non-Operating Income	1,251,787	1,298,477	1,015,849
Excess of Revenue and Other Support Over Expenses	\$(370,036)	\$2,999,666	\$1,635,362

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

statistics

Clinical Statistics

	Actual 2006	Projected Actual 2007	Budget 2008
Admissions	1,944	2,210	2,350
Total Patient Days	7,575	7,735	8,552
Average Length of Stay	3.90	3.38	3.64
Emergency Department Visits	25,183	27,406	25,565
Births	451	498	490
Surgeries	2,963	3,033	3,393
Diagnostic Imaging Exams (A)	35,862	38,222	42,612
Laboratory Tests	266,381	294,637	301,175

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

Financial Statistics

Medicare/Medicaid % of Patient Revenue	56%	55%	56%
Days In Accounts Payable	42.3	29.8	29.5
Days In Accounts Receivable, Net	33.2	30.4	27.6
Age of Plant (Years)	7.9	9.0	9.9

Workforce Statistics

Number of Employees	546	549	—
Number of Full-time Equivalents	408	429	432
Number of Scholarship Students	19	18	20
Turnover Rate	9.6%	8.8%	≤ 12%

Community Statistics

Number of Active Volunteers	106	106	—
Number of Volunteer Hours	18,388	18,962	—
Number of Wellness Programs	449	329	—
Number of ScoreHealth Enrollees (Cardiovascular Health Improvement Program)	3,100	3,096	—

NMC Remains Favorably Ranked

Budget Request Highlights High Efficiency, Low Costs

NMC continues to rank as one of the most efficient and lowest cost among Vermont hospitals and, based on State comparisons, should maintain those favorable positions after implementing a rate increase of 10.5% for FY08.

“NMC’s rate increases were in the 0%-3% range for a number of years, typically ranking among the lowest in the State,” said Peter Hofstetter, NMC’s Chief Executive Officer. “However, with looming cuts in Medicare and Medicaid, continued concern regarding bad debt, increases in the cost of providing care, and other factors, a more significant rate increase was necessary this year.”

After reviewing NMC’s request, the State approved a reduced increase, and required certain changes to the budget. The lower rate increase along with the changes required had a net effect of reducing NMC’s budgeted net operating income by nearly \$400,000.

“We will continue to be careful with expenses; continue to closely scrutinize capital requests; and will expand our efforts to provide more of our community’s health care right here, close to home,” said Hofstetter. “We will re-evaluate our financial position in January to see if further action is necessary.”



My birth experience here at NMC was nothing but amazing. I had excellent nurses who cared for both me and my baby ...

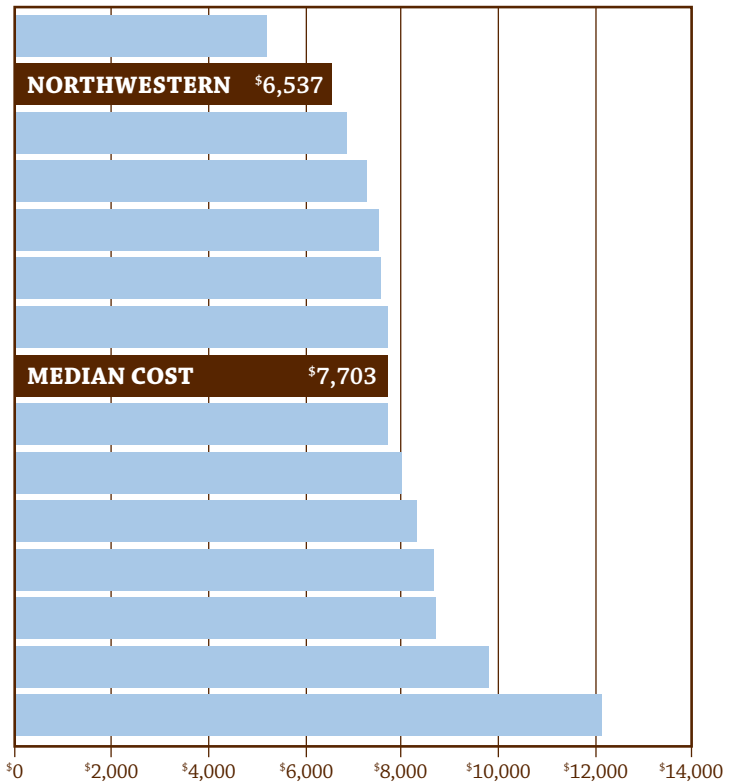
As an NMC employee, I kind of felt like I was giving birth at home. Everyone made it a great experience for me..

— patient comment

Costs Per Adjusted Admission

At Vermont’s 14 Hospitals

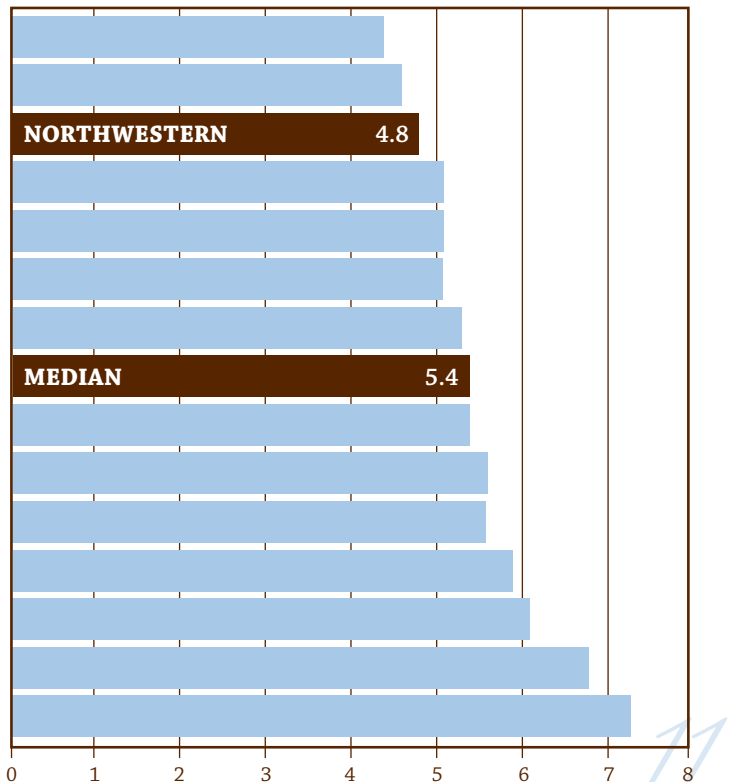
NMC’s Costs are 15.1% Below the State Median



FTE’s Per 100 Adjusted Admissions

At Vermont’s 14 Hospitals

NMC is 11.1% Better than the State Median in this Efficiency Measure



gifts from our community

GENERAL DONATIONS

The Autonoe Club
Bonnie Evans
Jane Bower
Brock Family Foundation
Sally Holt
Peoples Trust Company
Project Linus
Bob Tyk
The Tyler Place Family Resort
Union St. Jean Baptiste,
Chapter 37

Community Partners Classic Golf Tournament

*(event proceeds benefitted NMC,
the Franklin-Grand Isle United Way,
and Northwestern Counseling &
Support Services)*

A.N. Deringer, Inc.
Access Medical
Alburg Golf Links
Allergy & Asthma Specialists
of Northern Vermont
As the Crow Flies
Bakersfield Country Club
Blue Cross & Blue Shield
of Vermont
Brady & Levesque Funeral Home
Burlington International Airport
Cardinal Medical Physics Services
Cardio Kids
Carroll & Scribner, PC
Eldon Carvey
Champlain Collections
Champlain Country Club
Champlain Valley Equipment
Child Travel
Chittenden Bank
Chow! Bella
Citizens Bank
Connor Contracting
Cross Consulting Engineers, PC
DEW Construction Co.
DMC Electric
Econo Lodge St. Albans
Energizer
Enosburg Country Club
Exterus Technology for Business
First Steps Dance
Franklin County Rehab Ctr.
FUJIFILM Medical Systems
USA, Inc.
Green Mountain OB/GYN

Gragil Associates
Hackett Valine & MacDonald
Hampton Inn
Hannafor's
Harrison Concrete
Inn at Essex
InSight Health
J.P. Dunn, CPA
Jeff's Maine Seafood
Keane, Inc.
Kevin Smith's Sports Connection
Key Bank
Kissane Associates
Kittell, Branagan & Sargent
Lawlor & Associates
Lorraine's
Lyndon Bank
Maplefields
Market Place Insurance
Robert McEwing
Messenger Print & Design
Mousetrap Pediatrics
MVP Health Care
Northwestern Counseling &
Support Services
Office Quarters
Paul Poquette Realtor Group LLC
PayData Payroll & HR Solutions
Peoples Trust Company
Pie in the Sky
Primmer Piper Eggleston
& Cramer, PC
QHR
Rail City Grille
Rail City Information Systems
Rail City Salon
Rock-Tenn Company
RPM Logos
Ruggiano Engineering, Inc.
Smith Barney
Smuggler's Notch Resort
St. Albans Cooperative Creamery
Symquest
TD BankNorth
The Rock Restaurant
Thibault Appliances
Total Home Center
Trapp Family Lodge
Tyler Place Family Resort
Ultramar Energy, Inc.
Unifirst Corporation
Vermont Federal Credit Union



Laura Pawulak, RN, attaches a Leaf to the Tree of Life in memory of John Pawulak, her father.

Vermont Gas Systems
Xtreme Graphix
**In Memory of
Hayley Rae Nielsen**
Joyce Nielsen
**In Memory of
John Pawulak**
Laura Pawulak
**In Memory of
Norman Partlow**
George Ashline
Jeanne Begnoche
Carol Bicknell
Bernard Burby
Compensation Risk
Managers LLC
Ferris Harris
Johnson Lambert & Co.
Debra Kimes
Mary-Kaye Macaulay
Stephen McKenzie
Constance Mulherin
Mary Mulherin
Blanche Partlow
Catherine Pilatzke
Marc Reynolds

Janet Scarf
St. Albans City School
Len Stadmueller
**In Memory of
Elaine Sheets**
Susan Brooks
Cecile Cioffi
Colleen Pelkey
**In Memory of
David Southwick**
VT Northern United Soccer Club
**In Memory of
Charlene Williams**
E.J. Barrette & Sons
Susan Brooks
Charles Gifford
Thomas Howrigan
Anna Hurlbut
Paula Knight
Millie Martin
Thomas Mumley
Sandra Robinson
Sandra Tombs
Madalyn Tulip

gifts from our community

CARDIOVASCULAR HEALTH IMPROVE- MENT PROGRAM

Peoples Trust Company

EMERGENCY PREPAREDNESS

NMC Auxiliary

PALLIATIVE CARE FUND

In Memory of Howard "Bud" Heald

Jim Alamed

Animal Rescue League of
New Hampshire

David Bell

John & Claudette Bostwick

Larry Bouchard

Andre & Margaret Brosseau

Lawrence Bruce

David Bruley

Champlain Country Club

Ladies Association

Lawrence Cohen

Bob Covey

Ronald Ducolon

Fairfield School

First Congregational Church

Pauline Fisher

Philip Gerbode

Marc Golden

Lewis Gordon

Glenn Grismore

Haswell Lodge #39

Margaret Heald

Peter & Christy Hofstetter

Ken & Judy Holzscheiter

Honor Guard VFW Post #1

& Amer. Legion Post #758

Howard's The Flower Shop

Patrick Howrigan

Thomas Koldys

James MacGregor

Benjamin Myers

Clinton Paquin

Gilbert Paquin

Peoples Trust Company

Robert Pratt

Charlotte Pudvah

Lawrence Rowley

St. Albans Bay Cemetery Assoc.

St. Albans City Firefighters
Association

Charles Sargent

Eliot Sieloff

Total Yard Care & Snowplowing

Jackie and Paul Velardo

Vermont Funeral Directors
Association

In Memory of Ernest Plante

Clinton & Pauline Paquin

In Memory of Miles Symons

Flora Chicoine

Mary Sylvester

VEC Employee Fund,
VT Electric Cooperative, Inc.

In Memory of Thomas Yearman

Donald Burt

Robert & Edna Chagnon

Champlain Charter 1 R.A.M.

Ken & Judy Holzscheiter

Mt. Mansfield Lodge No. 26

Free and Accepted Masons

Kenneth Yearman

HEALING CIRCLE BREAST CANCER SUPPORT GROUP

In Honor of Faith Lafayette

Pearl & Dan Gilbert

John & Deborah Hauck

JIM BASHAW CANCER & CATASTROPHIC ILLNESS FUND

Common Ground Teen Center

Citigroup Foundation

Matching Gifts Program

Dean Pelkey

In Memory of Howard "Bud" Heald

James Dickmann

In Memory of Marilyn Bray

George Ashline

Nancy Boyer

Lee LaDue

Stanley Stewart

In Memory of Elizabeth "Beth" Casavant

Lara Alemy

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Pauline & Mary Ann Fisher

Anthony & Lillian Gamache

Grant & Kathleen Gordon

Green Mountain OB/GYN

Gary & Mary Greenfield



When longtime funeral director, Bud Heald passed away, his family opted to have donations given to NMC's Palliative Care Fund in his memory. "Words really don't convey the warmth of care and support each of us received from the members of the Palliative Care staff at the most difficult time in our lives," said Peg Heald.

gifts from our community

Matt & Katie Guerino
 Friends of the Missisquoi Bay
 John & Lisa Hango
 Margaret Heald
 Northwestern Medical Center
 Family & Board of Directors
 John & Andrea Holzscheiter
 Ken & Judy Holzscheiter
 Madeline Howard
 Steven & Marilyn Jeffrey
 Tari & Bruce Johnson
 Robert Jolley
 Joan & Ken Kaye
 Kathleen Keenan
 Verna Kelly
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 Leader Evaporator Company, Inc.
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 Susan Ripley O'Connor
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 Jennifer Peloquin
 Martha Perry

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 Madalyn Tulip
 Libby Whiting
 Joan Wilson
 Terry & Louise Wright
 Francis & Mary Lou Zakrzewski
 Union Mutual Fire Insurance Co.

In Memory of Marie Putnam

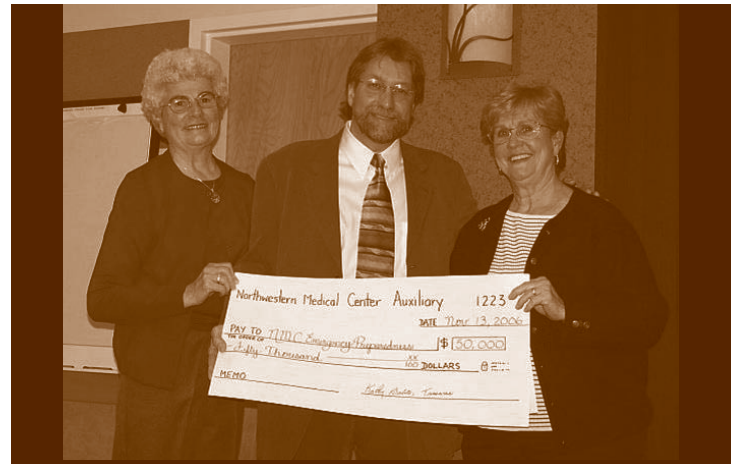
Margaret Ashley
 Gardeners' Supply Co.
 Robert & Kelly Hirss
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In Memory of Stan Cummings

Alice Baker
 William & Katherine Considine
 John & Andrea Holzscheiter
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The Run for Jim

A. M. Peiche
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 Cross Consulting Engineers
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 Elks Lodge
 Energizer
 Fiddlehead Family Dentistry
 Franklin County Rehab Center
 Handy Group Inc.



Auxiliary Donates \$50,000 to Support NMC's Emergency Preparedness Activities

The Northwestern Medical Center Auxiliary made a generous gift of \$50,000 to the hospital in support of emergency preparedness at the annual NMC Incorporators' Meeting, held on Monday, November 13th in the NMC Conference Center. The gift was used for the purchase of a "Field Operations Unit" that could be deployed on the hospital lawn or in another location in the event of an emergency situation.

"To me, personally, this is overwhelming," said Dr. Ed Haak, NMC Emergency Department Medical Director, upon accepting the donation on behalf of the hospital. "Many people think it's not a matter of if, but rather when a major incident will happen, so there is no excuse for not planning for it. This really is one of the nicest things I've seen happen in our community – it's amazingly generous."

Hannaford's
 Heald Funeral Home
 Holiday House
 JC Image
 Jeff's Seafood
 Jim & Janet Harrison
 Kevin Smith's Sports Connection
 Kittell, Branagan & Sargent
 Leahy Chiropractic
 Mylan
 Northern Valley Eyecare
 Northwestern Medical Center
 Peoples Trust Company
 R.L. Vallee/Maplefields
 Richard Copperthwait
 Smith Barney
 St. Albans Co-operative Creamery
 St. Albans Messenger
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 TD BankNorth
 Ted Kissane
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Dr. Martin H. Wennar
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MARTIN H. WENNAR, MD, HEALTH EDUCATION SCHOLARSHIP FUND

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 Sandra Chagnon
 Kimberly Charbonneau
 John & Kim Chesarek
 Dr. Emanuel Chiappinelli
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gifts from our community

Dr. Mike Corrigan	Margaret Heald
Verne Colburne	Pauline Helias
Wilma Cowie	Peter Hofstetter
Peter & Pamela Cross	Norma Holden
Richard Cummings	Ken & Judy Holzscheiter
Richard & Lynn Dickinson	Robert & Carrie Johnson
Ricky Doe	Joreen Johnson
Dr. Thomas & Dina Dowhan	Dr. Michael & Traci Kennedy
Stacie Dougherty	Susan Knightes
Martha Dunsmore	Dale Lamell
Richard Eldred	Sondra Larivee
Dr. Deogracias & Evelyn Esguerra	Carl Laroe
Angelo & Betty Finelli	Robert & Beverly LeClair
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Theresa Gendreau	Daniel & Karen Luneau
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Dr. David Groening	Matthew MacNeil
Nick & Sherry Hadden	Dr. Teig Marco &
Virginia Hall	Dr. Audrey von Lepel
Warren Hamm	Alma Marquette
John & Lisa Hango	Steven & Marianne Marshall



The first annual Health Careers Scholarship Walkathon to benefit the Martin H. Wennar, MD, Health Education Scholarship Fund was held on Saturday, September 29, 2007. 31 walkers — including many local high school students, like those pictured here — turned out for this inaugural event, and raised more than \$4,800 to support scholarships for graduating high school seniors choosing to enter health careers.

The two-mile walk, sponsored by MVP Health Care, was held on the hospital's campus, a fitting location to meet the event's theme. For the past 20 years, NMC has given out scholarships to graduating high school seniors heading to college to pursue health care careers. The scholarships have been presented at the Health Professions Scholarship Dinner each spring, with awards coming from the Martin H. Wennar, MD Health Education Scholarship Fund.

"We're pleased with the success of this event on many levels," said Dr. Wennar. "From a very practical view, it helps raise the profile of the scholarships as well as raise money to support them. We were thrilled to have the corporate support of MVP Health Care for the walk."



A hole in one is every golfer's dream! This year, NMC, Franklin-Grand Isle United Way, and Northwestern Counseling & Support Services came together to combine their three popular golf tournaments into one spectacular event called the "Community Partners Classic." This event provided an opportunity for local businesses and individuals to capture a hole in one by helping three organizations in one shot. Not only did players enjoy a fun day with new contests and more prizes, local businesses were pleased with the new format for sponsorships.

"We heard a clear message from our partners in the community that this new format was a hit," said Peter Hofstetter, NMC CEO. "Businesses felt good about the sponsorship structure and also about the fact that they only needed to send one team instead of three to separate events, reducing unproductive time for their employees from their businesses. They also really appreciated the true community feeling of the event."

Peter Martin	Ted Sirotta
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Amy Roberts, MD
Ned Shulman, MD
Audrey von Lepel, MD
Robert Zelazo, MD
Frank Zsoldos, MD

welcome to our newest physicians



Michelle Sowden, DO
General Surgery



Robert Cochrane, MD
Hospitalist



Paul Julien, MD
Ear, Nose & Throat



Lavi Roghati, MD
Hospitalist

welcome to our newest physicians



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Pediatrics



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incorporators

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quorum health resources

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

All the staff were courteous, friendly, caring, attentive, and efficient. I was made to feel comfortably secure in good hands.

— patient comment



Community Partners Classic
Golf Tournament 2007
50/50 Raffle Winner



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