“We have created a new Lowell General Hospital – an organization that is united and committed to delivering on the new promise we have made to our community – the promise to deliver Complete connected care.”

Normand E. Deschene, President and Chief Executive Officer, Lowell General Hospital and Circle Health
I am pleased to present the annual report for what can only be described as one of the most historic and monumental years in the history of Lowell General Hospital. From the merger of Lowell General Hospital and Saints Medical Center and the introduction of Circle Health, our new parent organization, to the completion of the Legacy Project and opening of the Dahod Building at our main campus, 2012 was truly an incredible year.

Each of these events would be historic and transformational on their own. Put them together and they truly represent the dawning of a new era in healthcare. We have created a new Lowell General Hospital – an organization that is united and committed to delivering on the new promise we have made to our community – the promise to deliver Complete connected care. It takes every employee, physician and volunteer to make this promise come to life and ensure that we are consistently exceeding the expectations of our patients, their families and members of our community. This dedication to providing the best possible service is what our community expects and deserves.

I am so proud of our team’s accomplishments in 2012, which are that much more impressive considering these achievements occurred during a period of significant transition and change. Lowell General Hospital continued to earn both regional and national recognition for the quality of care we provide and our strong workplace culture. We also maintained a steady balance sheet and positive financial results, no small feat given the necessary investments needed to support the merger, finalize the Legacy Project and continue improving our facilities to best meet the needs of our patients.

We are so fortunate to have a great team that makes incredible things happen. 2012 provided us with a powerful step forward as we pursue our vision to become one of the best community hospitals in America. I offer my sincere thanks to our employees, physicians, volunteers and board members for their energy and enthusiasm. With their dedication and support from our Circle Health affiliates Lowell Community Health Center, Greater Lowell Health Alliance, Visiting Nurse Association of Greater Lowell, and our community of physicians, we are truly transforming the way our community experiences healthcare.

In Good Health,

Normand E. Deschene
President and Chief Executive Officer
Lowell General Hospital and Circle Health
A message from
Arthur M. Lauletano, MD
Medical Staff President of Lowell General Hospital

I am proud to be part of the historic changes and accomplishments of 2012 at Lowell General Hospital, which have positioned the organization to best meet the growing needs of the patients and families we serve.

In July, the merger of Lowell General Hospital and Saints Medical Center was finalized, bringing Lowell's two hospitals together as one. From the perspective of the medical staff, the benefits of this merger have long been anticipated and we are excited to see many of these benefits coming to fruition. The merger has helped our patients by making it easier to coordinate care among physicians not only within each hospital, but between the hospital campuses and physicians based throughout our primary service area.

While our integration work continues, we made it a priority from the beginning to unify our medical staffs, and quickly aligned our chiefs of each service and specialty to ensure consistent leadership across all disciplines. We also united several key services, including cancer services, cardiac catheterization, endoscopy and orthopedics, and are positioning them for future growth as centers of excellence. Over time the merger will allow us to expand the availability of specialized healthcare services and complex care in the community.

We have also laid the groundwork to extend a single electronic medical record (ELMER) system to our Saints campus to provide a seamless continuum of care for all our patients. Planned for launch in June 2013, ELMER will allow physicians to communicate effectively and share information in real time – X-rays, medications, lab tests – everything needed to help physicians work together to decide the best course of treatment for each unique patient. A single electronic medical record will not only result in less duplication of testing – it will result in better patient care and an overall better experience.

While 2012 represented a great deal of transformation, our commitment to high quality and safe care remained constant. Whether it was closely monitoring core measures and readmissions for pneumonia and heart failure, or a keen focus on patient safety infection measures, our multidisciplinary team's efforts had powerful results for our patients.

2013 promises to be an exciting year and I look forward to working with Dr. Tushar Patel, 2013 Medical Staff President in the months ahead. I thank the hospital's employees, volunteers, board members, corporators, donors and members of the community for your support during this historic year! More importantly, I thank our patients for their continued trust in Lowell General Hospital.

Respectfully,

Arthur M. Lauletano, MD
President, Medical Staff
“During a time of incredible transformation and growth at Lowell General Hospital, our employees remained intently focused on our mission to put Patients First in Everything We Do. Their dedication, compassion and pride in what they do each and every day continue to make our hospital a great place to work and a trusted regional healthcare provider.”

Peter J. Zarrilla, Senior Vice President and Chief Human Resources Officer
To meet our mission to Put Patients First in Everything We Do, we must have a highly engaged team of employees willing to go above and beyond to meet the needs of our patients and their families. At Lowell General Hospital, our work environment and culture are important to our success, and we continue to work hard to strengthen and enhance this culture. This work has never been more important than during the past year of such significant change and integration at our organization.

Looking back at 2012, one of the most powerful accomplishments for Lowell General Hospital was the way we were able to bring people together – both before and after the merger of Lowell General and Saints Medical Center was finalized. All employees came into this new organization – the new Lowell General Hospital – together. For the first time in the history of Lowell, there are nearly 3,500 employees and close to 700 affiliated physicians who are now working together to provide Complete connected care to our community.

We firmly believed that consistent and transparent two-way communication was vital to the health of our organization and to our culture. With that in mind, the hospital facilitated several employee meetings to bring staff together with the hospital’s senior leadership team in order to answer questions and address concerns throughout the integration process. We also launched new communication tools and publications designed to provide important information and to promote conversations and sharing throughout the hospital’s teams and departments.

Strong leadership is vital to our people pillar. Last year, we launched the Management Essentials training series, which provides Lowell General Hospital leaders with consistent practices and tools to ensure they are able to effectively lead and support staff in the important work they do each and every day.

Great strides were made in 2012 to integrate systems that support our employees. We aligned our payroll systems and brought all employees onto the same benefits plans. From the beginning, we felt it was extremely important that all employees have access to the same benefits, whether it was medical and dental plans, retirement plans or the employee pharmacy.

Our team’s flexibility, collaboration and commitment to continual improvement are great sources of pride for our organization. People truly make the difference at Lowell General Hospital and together we make incredible things happen every day.

Lowell General Hospital earned both regional and national recognition as an employer of choice in 2012.

The Boston Business Journal named Lowell General Hospital one of the Best Places to Work in Massachusetts in its tenth annual regional awards program. Lowell General Hospital ranked 13th of 25 companies honored in the large business category. This is the third consecutive year Lowell General has earned the honor, which recognizes the hospital’s achievements in creating a positive work environment that attracts and retains employees through a combination of employee satisfaction, working conditions and company culture.

Lowell General Hospital placed 64th in Modern Healthcare’s 2012 Best Places to Work in Healthcare awards. The magazine’s annual Best Places to Work in Healthcare program recognizes employers for creating workplaces in healthcare that enable employees to perform at their optimum level to provide patients and customers with the best possible patient care and services. This was Lowell General Hospital’s second year being honored in the prestigious recognition program, which had applications from healthcare companies and organizations throughout the nation.
“Our nurses have ownership of their nursing practices and continuously use new knowledge to make improvements that benefit our patients.”

Amy Hoey, Senior Vice President of Patient Care Services and Chief Nursing Officer
Exceeding our patients’ expectations no matter where they are in our system is the heart of our promise to deliver Complete connected care to our community. Every interaction with our patients, families, and caregivers is part of the hospital experience and we take great pride in exceeding the expectations of everyone. We have worked to ensure our team members are committed to making each step a healing and compassionate experience—from our nurses on the units to the support services staff ensuring a comfortable stay.

In 2012, we provided over 500 hours of service-focused educational training to our employees that included definitions and behavior expectations associated with each dimension of Complete connected care. This training is now included in our new employee orientation. To support our leaders in modeling the best possible service, we presented “Leading with the Lowell General Hospital Experience of Complete connected care”, a required session for all supervisors, managers, and directors throughout the organization.

We also began the process of unifying our REACT/Service Recovery program across all campuses. Through the REACT process—Recognize, Empathize, Apologize, Compensate and Trend—our staff have the power to take action when we may not have delivered on our promise. This robust and customizable REACT process results in a positive lasting impression, the kind that has our patients telling stories about how much we care.

Another step in our integration process last year involved our Patient Family Advisory Council (PFAC). Our newly combined PFAC is a volunteer group of 20 community members who work with staff to collaborate and offer recommendations to improve the Lowell General Hospital Experience.

Measuring our service performance is important and gives us another way to hear the important voice of our patients. We continue to measure patient satisfaction, leveraging Press Ganey and HCAHPS surveys to gain insight into our patients’ perspectives. The level and quality of service we deliver is not only critical to our mission—it is the right thing to do for our patients.

Empowered to provide the highest standard of nursing care

As a Magnet® designated organization, Lowell General Hospital takes great pride in delivering the highest quality care to our patients. The philosophy of the Patient Care Services Department supports the pursuit of lifelong learning, nursing research and evidence-based practice. Each year, a comprehensive needs assessment is completed and educational programs are developed and implemented to meet the needs of our nurses. Integral to this course is the strategic planning and shared decision making process used to help establish the priorities for the educational opportunities for the nurses at all levels of the organization.

Our Best Practices Education sessions provide the nursing staff with the latest updates on pertinent information related to current practice, changes in practice, required reporting and patient safety goals. It provides an opportunity for staff nurses to meet with nursing leadership, discuss changes, their inception and the impact these changes will have on patients. The most recent Best Practice Sessions provided education on our new promise to the community of Complete connected care as well as nursing practice updates and regulatory changes.

The nursing staff integrates evidence-based practice and nursing research to improve clinical outcomes and create action plans for patient satisfaction, employee satisfaction, and quality indicators to improve their practice. Nursing’s Professional Practice Model provides an infrastructure that supports professional growth and development for nurses at all levels of the organization.
“While 2012 represented a great deal of transformation, our commitment to high quality and safe care remained constant. Whether it was closely monitoring core measures and readmissions for pneumonia and heart failure, or a keen focus on patient safety infection prevention measures, our multidisciplinary team’s efforts had powerful results for our patients.”

Arthur M. Lauretano, MD, Medical Staff President
Delivering high quality, safe care is a critical pillar for Lowell General Hospital. During 2012, a diverse array of activities and collaboration occurred across the organization to ensure we provided the highest quality care possible. We closely monitored core measures and readmissions for pneumonia and heart failure, and our efforts continue to demonstrate positive outcomes for our patients. Our employees and physicians also maintained a tight focus on patient safety, infection prevention measures, and multidisciplinary performance improvement teams worked collaboratively to implement practice changes when needed. These persistent efforts had powerful results, as Lowell General Hospital met its goal to reduce preventable harm events from six categories down to zero thanks to this hard work over the last two years.

Strengthening Centers of Excellence

Following the merger in July, a key priority for the new organization was reviewing key programs and services, and developing concrete strategies to help position Lowell General Hospital’s Centers of Excellence for success. In late 2012, key clinical areas including endoscopy, cardiac catheterization, cancer services, and orthopedics were centralized to help further develop and strengthen our Centers of Excellence. By centralizing and bringing these programs together in one location, clinical teams can better collaborate in the care of each patient, and patients can more easily access our full suite of services and technology.

A medical staff united

Lowell General Hospital’s medical staff is vital to our ability to provide high quality care. As the new organization came together, our medical staff also united, bringing 700 physicians together. Each clinical specialty area is now led by one chief and the medical staff is working together to coordinate care to best serve the needs of our patients.
“2012 was an incredible year of growth for Lowell General Hospital. Whether it was expanding our employee and physician teams, increasing patient volume, or raising $15 million for our capital campaign, growth was a constant element in the past year.”

Joseph A. White, III, Executive Vice President and Chief Operating Officer
2012 was an incredible year of growth across all of our pillars – from growing our employee and physician teams, increasing patient volume, and raising $15 million with a successful capital campaign. The hospital set forth on a bold agenda aimed not only to expand our campuses with new buildings and services, but to also transform Lowell General Hospital as an organization and the important role we play as a community-based institution.

On June 27, 2012, a new medical office building at 14 Research Place was opened at the Lowell General Hospital Chelmsford campus, providing centralized outpatient services for easy patient and visitor access. In July, we announced our merger with Saints Medical Center in Lowell, and soon after, hospital leadership introduced our new parent organization Circle Health to the community. In August, we began a phased floor-by-floor opening of the new Dahod Building at the main campus, celebrating the completion of the largest healthcare building project in the history of Lowell.

The Legacy Project

The completion of the Legacy Project was a major milestone in our growth strategy. With the opening of the Dahod Building, we introduced our staff and our community to a new kind of clinical care featuring evidence-based design and clinical pathways in modern patient-oriented facilities to assure patients’ expectations are exceeded.

While buildings alone do not represent growth, the completion of the hospital’s Legacy Project is a testament to the generosity and support of the community we serve. The 200,000 square foot Dahod Building provides the community a new six-story state-of-the-art facility with increased physical space for outpatient services; two private 30-bed inpatient medical surgical units; additional operating rooms and surgical suites; an expanded birthing and delivery area; and a new Emergency Department with an onsite helipad to support our Level III Trauma Center.

Lowell General Hospital
Chelmsford Campus

Lowell General continued the expansion of our Chelmsford campus with the opening of 14 Research Place, home to specialty physician practices. The new building, located conveniently between 10 and 20 Research Place, enables patients to have easy, convenient access to a spectrum of outpatient services in one location, such as cardiology, orthopedics, day surgery, MRI, lab, imaging, outpatient testing, therapy, and other supportive care. With an expanded parking deck, open courtyard, sidewalks and outdoor seating area, the Chelmsford campus is a premier outpatient facility.

Improvements and integration
at the Lowell General Hospital Saints Campus

Plans for growth included looking at the healthcare demand for both inpatient and outpatient services to maximize opportunities at the Lowell General Hospital Saints campus. On September 24, 2012, we opened a new Medical Day Care Center at the Saints campus. This newly renovated seven-bay outpatient unit provides care to our patients receiving non-cancer related infusions, including blood administration, IV hydration and medication, iron injections, and treatment for rheumatoid arthritis and multiple sclerosis. The hospital invested in renovations of inpatient units, updating external signage, and introducing a consistent way-finding approach across all hospital locations.

Looking to the future

Part of what we have been building this year is not bricks and mortar, but also a new information technology infrastructure for our Saints campus and other offsite locations. A strong network infrastructure will be critical as all hospital campuses shift to a single electronic medical record in 2013, seamlessly connecting and streamlining patient care.

As a combined organization, we are now the ninth largest hospital in Massachusetts. We are the second largest non-academic hospital in the state, and are in a much better position to not just survive, but to thrive as an independent organization. We will continue to look at ways to evolve and grow in this new healthcare landscape, to add providers and to broaden our geographic footprint.
As a not-for-profit community hospital, Lowell General is dedicated to improving the health and quality of life of the individuals and communities we serve. Each year, Lowell General Hospital develops a Community Benefit Plan that seeks to identify unmet existing health needs in the community, and to anticipate future health needs, particularly in vulnerable and underserved populations. Every day, our staff, physicians and volunteers work together to meet those needs through quality health services, wellness and education initiatives, charity care, and charitable contributions.

2012 Community Benefit Total: $26,785,531
Chronic disease prevention and maintenance

Over the last two years, increasing chronic disease prevention and management education has been one of our main concerns and biggest successes. In 2012, we more than tripled the number of participants attending a screening program. We were successful in surpassing our initial goal through a combination of intervention and prevention programs including:

• Monthly CPR, AED, and First Aid Combo classes in partnership with Trinity EMS, Inc.
• Get Heart Smart Health Fair
• Brown Bag Goes Red workshops
• The Heart and Soles Mall Walking program to help increase physical activity
• Monthly blood pressure screenings and education at the Pheasant Lane Mall, in conjunction with the Mall Walking program

Healthy eating, active living

Fitness and nutrition programs have become a top priority throughout the Greater Lowell area and within Lowell General Hospital. Regular physical activity and a healthy diet play a key role in the prevention of cardiovascular diseases, cancer and diabetes. We surpassed our goal of increasing participation in our exercise and fitness programs by over 50 percent in 2012. Some programs we offered include:

• Diverse fitness programs (Gentle/Moderate Yoga, Hip Hop Hustle®, Kickboxing, Tai Chi, Turbo Kick®, Zumba®, etc.)
• Healthy eating programs for both children and adults, such as Marching in with Healthy Food on the Go, the Plate Method and Portion Sizes for Children
• Weight loss programs such as Weight Watchers®

Aiming to reduce risk of injuries

Lowell General Hospital is focused on emphasizing the importance of injury prevention and community education. We participated in a number of community prevention programs to help reduce the risk of serious injuries and provided injury prevention information to a vast number of people throughout the Greater Lowell area. Our efforts included:

• Reducing the likelihood of injuries in infants and children by partnering in the Lowell Car Seat Safety Event
• Providing motorcycle helmet safety information tables
• Dare to Prepare Safe Driving courses for new teen drivers and their families

Continuous dedication to community health improvement

In 2012, we began the planning process for the 2013 Community Health Needs Assessment. In addition, we maintained our active participation in many collaborative events, as well as coalitions and task forces aimed to address prominent health issues facing our community. Some examples include:

• Provided financial support and leadership to the Greater Lowell Health Alliance, including participation in the Mental Health, Cultural Competency, Healthy Weight, ATOD (Alcohol, Tobacco and Other Drugs) and Maternal Child Health task forces
• Participated within domestic violence and sexual assault awareness campaigns and initiatives, including the Take Back the Night planning committee
• Participated in over 20 community health fairs

Partnering and planning for the future of our community

In 2013, short- and long-term goals for community benefit planning will focus on prevention, management and intervention efforts around four key areas: chronic disease, mental health/stress, substance abuse, and community health improvement.

For 2013, we seek to:

• Increase the number of stress management and mental health programs offered
• Provide grant opportunities to community organizations to fund innovative programs and initiatives
• Increase the number of participants in substance abuse intervention programs
• Continue to provide financial support and leadership to the Greater Lowell Health Alliance
The Legacy Fund concludes its impressive capital campaign

On December 19, 2012, the new Hanson Family Emergency Department and Trauma Center officially opened and marked the formal conclusion of The Legacy Fund capital campaign. The Legacy Fund supported the expansion of the new six-story, 200,000 square foot Dahod Building at the main campus at 295 Varnum Avenue. Through generous donations from Dr. Shamim and Ashraf Dahod, Rick and Martha Hanson, Arthur and Madeline Anton, John Thibault and Elaine Zouzas Thibault and hundreds of donors including many hospital employees, The Legacy Fund has raised more than $15.5 million with gifts still being accepted.

Construction of the new Dahod Building began in May 2010, named in honor of the Dahod family, Shamim A. Dahod, MD, a long-standing member of Lowell General’s medical staff, and her husband Ashraf Dahod. With this transformation, Lowell General Hospital has enhanced its ability to deliver the highest quality, personalized care through private inpatient rooms, state-of-the-art surgical suites, and one of the region’s most modern emergency departments and trauma centers.
Lowell General Hospital Ball supports community health initiatives in the Greater Lowell area

Lowell General held its 7th Annual Ball for Community Health Initiatives on March 3, 2012, raising $225,000 to help fund vital health and wellness programs in the Greater Lowell community. The event, held at the Lowell Memorial Auditorium, featured dinner, dancing, and silent and live auctions for attendees. The Community Health Initiative Grants for 2012 were awarded to three local non-profits: The Cambodian Mutual Assistance Association’s Access to Healthcare program, the Greater Lowell Health Alliance’s Early and Adequate Prenatal Care program and the Mill City Grows Gardener Training program. In addition, the Alternative House received a donation of furniture from the evening, and a special live auction was held to raise funding for Catie’s Closet’s “Wardrobe of Hope” program and The Lowell Alliance for Families and Neighborhoods “Diaper Bank Collaborative”.

Under the leadership of co-committee chairs Loreen Ali, MD, and Jonathan Drake, MD, the event was made possible thanks to the generosity of Gold Sponsor Enterprise Bank, and Silver Sponsors Commonwealth Radiology Associates, Eastern Bank, KLIN Spirits, Lowell Anesthesiology Service, Merrimack Valley Cardiology, Northeast Surgery Center, PrideStar EMS and Trinity Emergency Medical Service.

Record-breaking year for TeamWalk for CancerCare

The 13th annual Lowell General Hospital TeamWalk for CancerCare was held on May 20, 2012 and raised $908,000, once again surpassing previous records. The event brought together more than 5,000 cancer survivors, supporters and volunteers to raise money for patients being treated at the hospital’s state-of-the-art Cancer Center as well as those fighting cancer throughout the Merrimack Valley. The generous contributions to TeamWalk help provide transportation to and from treatments, support groups and services, wigs, medication costs for those in need, and many health and wellness programs.

Special thanks to our 2012 TeamWalk for CancerCare corporate sponsors including SmithFest Foundation, as well as hundreds of volunteers, thousands of walkers and those who pledged money to support them.

Lowell General Hospital Challenge Golf Tournament raises over $400,000 for The Legacy Fund

The 17th annual Lowell General Hospital Challenge Golf Tournament proved to be a huge success on August 27, 2012 at The International in Bolton, Massachusetts. The tournament raised $410,000 for The Legacy Fund. Golfers enjoyed the challenging terrain of both The Pines and The Oaks Courses, a barbecue lunch on the lush green, special gifts and contests, and an auction and awards dinner.

We are very grateful to our Tournament Sponsors Cerner and Mintz Levin, as well as our Master Sponsors Blue Cross/Blue Shield of Massachusetts, Demoulas Foundation, Lowell Surgical Associates and Shields Health Care Group. Special thanks also go out to the many volunteers who helped support this wonderful event.
Lowell General Hospital and Saints Medical Center merge to form the new Lowell General Hospital

On July 1, 2012, Lowell General Hospital and Saints Medical Center became one combined organization. Under the merger agreement, Lowell General and Saints joined to form one entity – the new Lowell General Hospital – which includes two hospital campuses in Lowell and over a dozen satellite locations throughout the region. Lowell General Hospital’s main campus on Varnum Avenue and the Lowell General Hospital Saints campus located on One Hospital Drive are now united and serving patients throughout the Merrimack Valley.

Lowell General Hospital’s dedicated teams work collaboratively to assure our community has convenient, affordable access to the highest quality primary and specialty care possible. Employees, physicians and volunteers are working together to expand the depth and breadth of needed services, from preventive care and wellness to the most advanced clinical services. This collaboration helps us continue to recruit and retain the most talented and committed physicians, nurses and caregivers, and allows our patients to receive a broader spectrum of care close to home.

The combined hospital is now governed by one board of trustees, with equal representation from the previous Lowell General and Saints Medical Center boards. Normand Deschene serves as president and chief executive officer of the combined hospital.

The merger has allowed the hospital to utilize its resources in the most effective and efficient way, by eliminating duplication of services and redundant capital spending on new technology and equipment. The combination of Saints and Lowell General has improved the quality of care by enhancing coordination of care within the hospital and with community physicians.

“July 1st was a great day for the Greater Lowell region,” said Normand Deschene, President and CEO of Lowell General, “and an even better day for the citizens of Greater Lowell. The union of these two great hospitals helped us realize our vision of a fully integrated healthcare system that provides all of the care residents need here in the community.”
Circle Health introduced – Organization aligns hospital, physicians and regional health providers

A great deal of an individual’s health and healthcare experience takes place beyond the four walls of a hospital. As we have introduced Circle Health – our new parent organization – Lowell General Hospital is focusing on the total healthcare experiences of our community and working to seamlessly connect each component of this experience.

What is Circle Health? Circle Health is a community-based integrated healthcare system that brings together physicians and provider organizations with a shared vision for delivering high-quality, easy and affordable access across the continuum of care, right in the community. Together, we support improved health and well-being across the populations we serve. Circle Health includes not only Lowell General Hospital, but also our affiliates - the Visiting Nurse Association of Greater Lowell, the Lowell Community Health Center, the Greater Lowell Health Alliance and our entire community of physicians.

What does this really mean for our patients? You can be assured that there will be a more integrated approach to your care. Whether you see your primary care physician, a specialist or are treated at any one of our facilities, we want your care to feel seamless.

As we bring our organization together and integrate programs, services and systems in the months ahead, your caregivers will have access to your healthcare records and your medical history. Most importantly, we will be working together as one team to plan and seamlessly coordinate your care. As in a circle, each piece of your care will be connected.

Circle Health is not only the parent company of Lowell General, but is also an umbrella organization that aligns primary and specialty physician practices along with other local and regional health providers in a system-based approach to deliver an experience of Complete connected care to the communities it serves.
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Since its inception in 1951, the Lowell General Hospital Auxiliary has actively worked to promote and to advance the welfare of Lowell General Hospital through ways approved by the Governing Board of the hospital. Through a variety of events and activities, the Auxiliary provides its members, the hospital and the community at large with the opportunity to enjoy elegant social events, purchase unique items and engage in educational healthcare programs while providing important financial support for the hospital. From 1951-2012, the Auxiliary has donated nearly $3.5 million to Lowell General Hospital.

Annual contributions made by the Lowell General Hospital Auxiliary are either designated for a special purpose or used by the hospital as most needed. In 2009, the Auxiliary embarked on an ambitious pledge of donating $750,000 for The Legacy Fund for Lowell General Hospital. The goal is to meet this milestone, for the hospital’s most significant capital investment in history, over the next several years. The Auxiliary has chosen to support this effort which will enhance healthcare for generations to come.

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We extend our deepest appreciation to all our donors for their contributions to Lowell General Hospital. Thank you!

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Helen H. Shi, MD
Thomas J. Spinuzza, MD
David F. Tague, MD
Katherine D. Tobin, MD
Monte F. Zarlingo, MD

Radiology, Vascular and Interventional

Active Staff
James C. Bass, MD
Wei Du, MD
Gregg A. Franco, MD
Paul C. Gryzenia, MD
Allan I. Hoffman, MD
Alice G. Lee, MD
Michael F. Mastromatteo, MD
Affiliate Staff
Miriam L. Neuman, MD

Reproductive Endocrinology/Infertility

Active Staff
Joseph A. Hill, MD
Danielle Vitiello, MD

Rheumatology

Active Staff
Joel H. Epstein, MD
Affiliate Staff
Tina J. Horwitz, MD

Surgery, Colorectal

Active Staff
David W. Lin, MD

Surgery, General

Chief of Service
Michael E. Jiser, MD

Surgery, Pediatric

Active Staff
Bill Chiu, MD
Affiliate Staff
Walter J. Chwals, MD
Carl-Christian A. Jackson, MD

Surgery, Pediatric Ophthalmology

Affiliate Staff
Vicki M. Chen, MD

Surgery, Plastic

Active Staff
Loren A. Ali, MD
Dina A. Eliopoulos, MD
Stephen J. Scully, MD
Jeffrey D. Smith, MD

Surgery, Thoracic

Active Staff
William A. Cook, MD
Christopher R. Morse, MD
Affiliate Staff
Dean M. Donahue, MD

Surgery, Vascular

Active Staff
Paul M. Burke, Jr., MD
Arthur J. Gonsalves, MD
Jonathan K. Gordon, MD
Gary J. Pare, MD
Cailn Vasiliu, MD
Affiliate Staff
Paula M. Muto, MD

Urgent Care

Active Staff
Paulina Fernandes, MD
Arthur Hoffner, MD
David M. Lezberg, MD
Jacquelyn McKeen, MD
Katherine Powers, MD

Urology

Chief of Service
J. Mathieu Massicotte, MD
Active Staff
Richard E. Allman, MD
David J. Berman, MD
Matthew A. Cohen, MD
Robert A. Edelstein, MD
## Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and equivalents</td>
<td>$46,706,129</td>
<td>$17,649,050</td>
</tr>
<tr>
<td>Investments at market value</td>
<td>76,006,852</td>
<td>108,901,554</td>
</tr>
<tr>
<td>Patient accounts receivable</td>
<td>46,882,956</td>
<td>24,689,308</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>226,878,358</td>
<td>111,266,663</td>
</tr>
<tr>
<td>Due from affiliates</td>
<td>4,643,941</td>
<td>1,784,227</td>
</tr>
<tr>
<td>Other assets</td>
<td>45,979,534</td>
<td>31,811,720</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>447,097,770</strong></td>
<td><strong>296,102,522</strong></td>
</tr>
</tbody>
</table>

|                  |                 |                 |
| **Liabilities and net assets** |                 |                 |
| Accounts payable and accrued expenses | $82,946,543 | $43,773,476 |
| Due to third parties | 7,023,658 | 4,875,640 |
| Due to affiliates | 4,359,687 | 1,725,273 |
| Long-term debt | 156,878,650 | 112,712,206 |
| Other liabilities | 58,766,194 | 25,923,096 |
| Net assets | 137,123,038 | 106,992,831 |
| **Total liabilities and net assets** | **447,097,770** | **296,102,522** |

## Uncompensated Care Costs

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net charity care</td>
<td>$10,413,506</td>
<td>$6,849,930</td>
</tr>
</tbody>
</table>

## Patient Highlights

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient discharges</td>
<td>18,062</td>
<td>16,456</td>
</tr>
<tr>
<td>Patient days of care provided</td>
<td>62,381</td>
<td>54,549</td>
</tr>
<tr>
<td>Average length of stay (in days)</td>
<td>3.45</td>
<td>3.31</td>
</tr>
<tr>
<td>Births</td>
<td>2,282</td>
<td>2,403</td>
</tr>
<tr>
<td>Diagnostic imaging procedures</td>
<td>178,654</td>
<td>149,670</td>
</tr>
<tr>
<td>Laboratory procedures</td>
<td>1,593,125</td>
<td>1,183,218</td>
</tr>
<tr>
<td>Surgical procedures</td>
<td>11,108</td>
<td>10,138</td>
</tr>
<tr>
<td>Radiation Therapy procedures</td>
<td>13,817</td>
<td>11,769</td>
</tr>
<tr>
<td>Emergency services</td>
<td>66,535</td>
<td>51,973</td>
</tr>
<tr>
<td>Outpatient clinic visits</td>
<td>42,236</td>
<td>31,385</td>
</tr>
</tbody>
</table>

## Statement of Operations

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenues</td>
<td>$307,980,805</td>
<td>248,527,419</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>295,550,541</td>
<td>238,147,920</td>
</tr>
<tr>
<td>Operating income</td>
<td>12,430,264</td>
<td>10,379,498</td>
</tr>
</tbody>
</table>

## Our Team

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer hours</td>
<td>53,250</td>
<td>52,400</td>
</tr>
<tr>
<td>Volunteers</td>
<td>585</td>
<td>540</td>
</tr>
<tr>
<td>Nursing division</td>
<td>1,311</td>
<td>803</td>
</tr>
<tr>
<td>Support staff</td>
<td>463</td>
<td>465</td>
</tr>
<tr>
<td>Medical staff</td>
<td>627</td>
<td>515</td>
</tr>
</tbody>
</table>
With the array of outside pressures, declining reimbursements and constantly evolving technology enhancement needs facing hospitals across the country, any year is a challenging one financially for a non-profit community hospital.

While Lowell General Hospital was not immune to these challenges in the healthcare landscape, we are pleased to report that we ended the year with very positive financial results. This is especially impressive considering the major transitions and projects implemented over the course of the past year, including completing the $95 million Legacy Project and finalizing the historic merger of Lowell General Hospital and Saints Medical Center. As we began to integrate our programs, services and staff, 2012 required substantial investments in our facilities, equipment, technology and people. Thanks to increasing patient volumes and a keen focus on managing expenses, Lowell General Hospital maintained a solid bond rating and demonstrated strong financial performance.

Lowell General Hospital also continued to achieve powerful results in our Alternative Quality Contract (AQC) with Blue Cross Blue Shield of Massachusetts. The five-year contract, signed in 2009, is designed to help keep the costs of healthcare down while supporting quality and efficient delivery of medical services in the community. As more and more hospitals have shifted to risk-based payer contracts like the AQC and reimbursement becomes more directly tied to an hospital’s ability to deliver high quality care, Lowell General Hospital continues to stand out amongst our peer hospitals, both in Massachusetts and across the country. Our volume growth is a testament to the fact that we are trusted to provide care that is a great value – both in terms of quality and affordability.

“Our ability to continue to deliver high quality, affordable healthcare services through an exceptional patient experience will be critical to not only the hospital’s future success, but to the success of Circle Health as a whole.”

Susan Green, Senior Vice President and Chief Financial Officer
Forward-looking community leadership

Leadership

Normand E. Deschene
President and Chief Executive Officer,
Lowell General Hospital and Circle Health

Joseph A. White
Executive Vice President / Chief Operating Officer

Susan Green
Senior Vice President, Finance / Chief Financial Officer

Amy Hoey
Senior Vice President, Patient Care Services / Chief Nursing Officer

Peter Zarrilla
Senior Vice President, Chief Human Resources Officer

Wayne Pasanen, MD
Vice President, Medical Staff Services

David Pickul, MD
Chief Medical Officer, Circle Health

Michelle Davis
Vice President, External Affairs

Karen McArdle
Vice President, Physician Services

Helene Thibodeau
Vice President, Outpatient Services

William Wyman
Vice President, Revenue Services

Brian Sandager
Chief Information Officer

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Gary Campbell
Normand E. Deschene
George L. Duncan
Rick W. Hanson
Daniel J. Mansur
Thomas F. McKay
Jacqueline F. Moloney
Kimberly Oberhauser
Jack O’Connor
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Victor Poirier
Gregory Wertheimer
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Murat A. Anamur, MD
Arthur C. Anton, Sr.
Michael Athanasolous, DDS
Robert J. Audet
Edith W. Burger
William J. Collins
Robert A. Donovan
Abdul Ghaffar, MD
Terry T. Howard, MD
John C. Hughes, MD
Charlotte LaPlante
F. Bailey Laughlin, Jr.
Jean R. McCaffery
Lincoln N. Pinsky, MD
Vinod Tripathi, MD
Kendall M. Wallace
Stuart G. Weisfeldt, MD

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Vice Chairman
Gregory Wertheimer
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Normand E. Deschene
Treasurer / CFO
Susan Green
Clerk
Daniel J. Mansur

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Lisa Angelina
Linda Carson
Lynn Le Maire Chaput
Linda Chermal
Jan Demetriou
Joy Deschene
Christine Fraser
Carol Gilchrist
Pauline Lambert
Paula Leavitt
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Tarina Mansur
Carrie Meikle
Priti Patel
Deborah Trull
Pam White

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John C. Thibault
David Wallace
Drew Weber

Vice President, Revenue Services
William Wyman

Vice President, Outpatient Services
Helene Thibodeau

Vice President, Physician Services
Karen McArdle

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Chris A. Scott
Scott A. Sigman, MD
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Lara Smith
Alan Solomont
John E. Stansfield
Mary E. Stevens
Chester J. Szablik
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Amy B. Werner
Jessica Wieselquist, MD
Frank A. Wilson
Leonard A. Wilson