Surrounding you with care
Surrounding you *with care*
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Patient and healthcare provider photos by Kaskons Photography.
A letter from the Chief Executive Officer

I am pleased to present the Annual Report for Circle Health. As I reflect back on 2014, it is quite clear that last year represented a significant milestone for Circle Health and a time when the mission, vision and values are more important than ever. We saw a tremendous amount of collaboration and engagement throughout our physician community and Circle Health’s member and affiliated organizations. While there has always been strong teamwork among these groups, this commitment was strengthened as we worked together to truly surround our community with care and improve the health and well-being of the individuals and families we serve.

In 2013, we established strategic imperatives for Circle Health that provide the foundation for us to deliver on our promise to provide Complete connected care™ to our community. This annual report shows how these strategic imperatives – Continuum of Care, Population Health, Physician Alignment, Value and Scale – came to life in 2014. You will see how Circle Health is shaping and improving the care experience – from a patient who was able to recover at home following hip surgery, thanks to close coordination between Lowell General Hospital and Circle Home, to teens who are receiving substance use education and prevention support at Lowell Community Health Center’s Teen BLOCK program. You will read how the leadership of the hospital’s Patient Family Advisory Council helps ensure patients and families receive the highest quality and safest care possible. In addition, we highlight how members of our physician community are working together to not only ensure that patients with chronic illnesses are receiving the attentive care and resources they need, but how healthcare professionals are keenly focused on keeping members of our community well through coordinated screening, prevention and educational activities.

These impressive outcomes would not be possible without the commitment and support of every member of our team. I would like to thank our board members and executive teams, leaders and employees of Circle Home, Lowell Community Health Center and Lowell General Hospital, as well as the hundreds of physicians and healthcare professionals throughout our community for their incredible work last year. Working together, we are making a difference in the lives of so many. This engagement is apparent throughout every facet of our strategic planning process, our daily operations and our direct care and services. We are also helping ensure that our Circle Health member and affiliate organizations are strongly positioned for success, and that patients and families continue to entrust us with their healthcare needs.

This success has allowed us to continue to grow, and to take ambitious steps forward as we work to meet our community’s needs. This was especially apparent when we formed Wellforce with Tufts Medical Center in late 2014. We were so fortunate to have strong participation and feedback during the due diligence process as we crafted and solidified the agreement and ultimately announced the new organization. Thanks to your engagement and support, Wellforce is poised to dramatically transform healthcare in Massachusetts.

Thank you for all you do to support individuals and families in the Merrimack Valley. Together, we are truly surrounding those we serve with the best care possible.

In good health,

Norm Deschene
Chief Executive Officer of Circle Health
and Lowell General Hospital
“Last year represented a significant milestone for Circle Health. The tremendous amount of collaboration and engagement throughout our physician community and Circle Health’s member and affiliated organizations allowed us to work together to truly surround our community with care and improve the health and well-being of the individuals and families we serve.”

Norm Deschene, Chief Executive Officer of Circle Health and Lowell General Hospital

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* It is with sadness that we observe the passing of the noted trustee in July 2014.

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Circle Health Continuum of Care Imperative

Develop coordinated, comprehensive and integrated programs of patient-centered care in partnership with physicians and other providers to provide patients with convenient access to the entire continuum of care. For so long, healthcare has operated in silos with each hospital and provider piece happening separately. Now, we are working to bridge those gaps and live by our promise that every patient’s care is seamless and well-coordinated. We are leveraging technology to help make those connections, and help providers across the continuum quickly access the information they need to provide the best care to their patients.

When Charlie Spanos, 80, underwent successful hip replacement surgery at Lowell General Hospital, he was able to recuperate at his Pelham, NH home – thanks to the close collaboration between his surgeon and the nurses and therapists at Circle Home.

“I was able to come right home after my hospital stay,” Mr. Spanos relates. “My surgeon (David Prybyla, MD) told me I’d get the same care as in a rehabilitation facility.” His primary care physician, Paul Harcourt, MD, agreed.

This commitment to providing the right care in the right setting at the right time is a vital component of Circle Health’s Continuum of Care Imperative.

In Mr. Spanos’ case, care from Circle Home included daily visits from a registered nurse, a physical therapist and an occupational therapist for about two weeks — all for considerably less cost than an inpatient stay at a skilled nursing/rehabilitation facility.

But for Mr. Spanos, it meant he could regain his strength and mobility in the comfortable and familiar setting of his own home.

“Someone came to my house first to check that everything was set up okay, and that I could get in and out of bed, stand up, walk, et cetera,” Mr. Spanos says. “I did physical and occupational therapy every day, and I still do the exercises they gave me.”

This was his second hip replacement surgery; he’d also utilized home care services after his first procedure, about two years ago.

“They’ve been very good to me and I’ve been very happy with them,” he relates. “I enjoyed their company, they’re very friendly and helpful, and I liked talking with them while they were here.”

In fact, Mr. Spanos’ recovery went so well that he didn’t need home care services for as long as originally expected.

He also applauds his caregivers’ dedication.

“My occupational therapist came to my house in a blizzard,” he says. “It was snowing so hard that a lot of places were closed. She called me and said I’m on the road, so do you mind if I still come to see you?”

“I told her that as much as I’d like to see her, it’s so bad out, and I’m doing fine,” he continues. “But she insisted, saying ‘I want to take care of my patients.’ She was so conscientious.”

“After my care ended, I sent a letter to Circle Home to commend her, she was so wonderful,” he adds.

Mr. Spanos’ daughter Charlene Morrissey, who lives near her father in New Hampshire, also used home care services when she underwent a knee replacement last September, and she gives them equally high marks.

“I had a nurse and a physical therapist who came to the house, and they were just marvelous,” she says. “I’d gone to a rehab facility two weeks before I came home, and felt they did nothing for me. I just wanted to come home, and that’s when Circle Home got involved. Both my father and I appreciate what they have to offer.”

When we spoke to Mr. Spanos, he had just returned from a trip to visit another daughter in Texas. That he was able to travel is one measure of how he’s been able to resume the activities that give him pleasure, thanks to his successful healing and recovery at home following surgery.

“It makes a big world of difference,” he says.
Navigating the teen years has its challenges, especially for teens themselves. The Lowell Community Health Center’s Teen BLOCK Programs take a “youth as assets” approach to help them meet these challenges, carving out meaningful community involvement opportunities for thousands of Lowell youth, helping to give them a voice in addressing important issues. This engagement and sense of ownership of community needs is a vital piece of the Circle Health Population Health Imperative.

Channou Aing, 17, is one such teen. Now a senior at Lowell High School, she got involved with the Teen BLOCK Programs in her junior year.

“I always wanted to give back to my community, to make a difference, but I didn’t know where to start,” she says. “Then I found out about Teen BLOCK.”

“We offer a positive and empowering space for teens to become involved in their community and make changes around the issues that affect them,” explains Linda Sopheap Sou, MHS, director of the Teen BLOCK Youth Programs, referring to such issues as teen pregnancy, sexually transmitted infections, substance use and violence.

“We support them as individuals, but also get them involved in groups, which helps build their skills, enhance their confidence, and they find value by giving back to their community,” Ms. Sou adds.

One of these groups is the Substance Use and Prevention (SUP) Task Force of the Greater Lowell Health Alliance (GLHA), which works to help reduce and prevent substance abuse among youth and adults within the City of Lowell and surrounding communities.

Ms. Sou serves as one of three co-chairs of the SUP Task Force’s Environmental Strategies Working Group (ESWG). Its goal is to inform and educate youth and adults on how substance use is affecting the region’s neighborhoods — and launch initiatives to reduce and prevent the problem.

For example, the ESWG has a team of young people who perform physical scans of certain neighborhoods. “If they see an abandoned building next to a run-down park that’s not well lit, that can present an opportunity for using that space in a negative way,” Ms. Sou explains. “So the youth would advocate along with the task force to local government about figuring out a different use for the building and getting better lighting, so people aren’t tempted to use it for a drinking or drugging hangout.”

The Sticker Shock campaign is another ESWG effort to make changes to the physical environment. Working with local vendors, group members are getting stickers placed on cases and six-packs of beer, warning consumers not to buy it for minors.

“We’re getting the message in their faces that there are consequences for buying alcohol for minors,” Ms. Sou says.

“One of our big accomplishments was advocating to the Board of Health to mandate minimum packaging and pricing of tobacco to help ensure that youth under 18 aren’t getting access,” she points out.

Miss Aing has become what’s called a peer leader within the Teen BLOCK Programs. She’s actively engaged in the SUP Task Force work and a dance program, and she’s a major recruiter of her peers.

“I’ve been shy all my life,” Miss Aing admits, “but getting involved has helped me break out of my shyness, and make connections and friendships. It’s helped make me who I am today — a young person who can have a voice.”

“I tell my peers that they really should get involved,” she adds. “I say ‘Hey, you’re a young adult and Teen BLOCK will help you become a leader. All of us should try to be leaders in life. And as youth, we do have a voice.’”
How physicians are working together to connect patients to care resources
physicians and allied health professionals in ways that have the potential to dramatically change not only how patients receive care, but also directly improve the health of our community.

This collaboration builds on Lowell General Hospital’s strong history of partnership between community-based physicians and specialists from Boston’s most respected teaching hospitals. Partnership and coordination made all of the difference for a Tewksbury family who recently welcomed triplet girls. According to the triplets’ mom Ally, she was referred to specialists at Floating Hospital for Children at Tufts Medical Center by obstetricians at Lowell General Hospital WomanHealth in Chelmsford once it was confirmed she was carrying triplets. The babies were later born at Floating Hospital for Children at Tufts Medical Center, and were cared for in the neonatal intensive care unit for five days until they were healthy enough to be transferred to Lowell General Hospital for the remainder of their care. “We had a pediatrician at Lowell General from Tufts who we checked in with nearly every other day about the girls’ progress,” said Ally. “The care was exactly the same as we were getting at Tufts.”

Ally also credits the close coordination locally with making any needed follow-up care much easier for her and her family. “When I go to see a specialist, we are not just a number, we are an actual patient. And they care about us like we are their family.” Being able to get this care close to home made a big difference for the family’s seven-year-old daughter who was often upset when her parents needed to make the trip to Boston.

“In 2014, we saw great commitment from physicians to collaborate and make connections with other doctors and healthcare professionals as well as community agencies who care for patients across each point of the care experience,” says Dr. David Pickul, Chief Medical Officer for Circle Health and an internal medicine physician with Mill City Medical Group in Lowell. “Whether the patient is receiving care in a primary care office, a local health center, our community hospital, or at an academic medical center in Boston, this strong collaboration has allowed us to gain a more diverse and comprehensive perspective. We now better understand where we have gaps in care or services, so we can focus our efforts on those activities that will have the biggest impact on our community’s health and complete experience.”

Through this collaboration and the work of Circle Health’s innovation council teams, it quickly became clear that managing medications is extremely difficult, especially for those high risk patients who have several chronic illnesses and are prescribed medications by multiple specialists. The teams are now working to establish a consistent approach for all physician practices to use in tracking their patients’ medications, reducing the potential for errors and ensuring patients are taking medications appropriately.

Our physicians are also continuing to develop strategies to best coordinate care and services, especially for those who are at highest risk for readmission to the hospital. A key focus for the innovation council groups has been around the transitions of care for patients along each step of their care experience, according to Amy Hoey, Executive Vice President and Chief Operating Officer for Circle Health and Lowell General Hospital. “As we looked at our patient data, it was clear that those with congestive heart failure and chronic obstructive pulmonary disease were at highest risk for readmission to the hospital following an inpatient stay,” says Ms. Hoey. “We have since created a registry of these patients and are focused on staying in close touch with them, making sure they are receiving the best possible education before and after their discharge from the hospital, and helping schedule a follow-up visit with their primary care physician before they leave the hospital.” This follow-up appointment with their provider is vital to a patient’s successful transition home and has proven to significantly reduce the likelihood a patient’s condition will require a repeat hospitalization.

“This has truly been a collaborative and coordinated effort,” Dr. Pickul says. “Thanks to this continued focus on alignment, our community physicians, the hospital, home care, skilled nursing facilities, and all ancillary services have become even more committed to offering the highest value care possible, while also improving our patients’ experience. We are confident that this collaboration will have a direct positive impact on our community’s health, both in the short term and in the years to come.”
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Ami Mehra, MD
Julian Melamed, MD
Curtis T. Moody, MD
Sara E. Narayan, MD
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Dhirendra Pathak, MD
Claudia E. Perez-Martinez, MD
Sufyan A. Sheikh, MD
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Brian Cullingford, MD
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Maria Teresa Bejarano Varas, MD
Laide Bello, MD
Michael G. Bertos, MD
Ilda Betancur Restrepo, MD
Anum Bilal, MD
Circle of expertise – The power of community physicians

From primary care to advanced cancer treatments, area residents have access to some of the best medical experts in the region — right here in our community. Circle Health’s primary care physicians, including internists, pediatricians and family physicians, offer a range of options to meet the healthcare needs of the entire family.

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Blair Ardman, MD
Kimberly Anne Brennan, DO
Herbert J. Hansen, MD
Namrata Patel, MD

Oncology, Radiation
James Becht, MD
Stephen Harris, MD
Howard C. Hsu, MD
Klaudia U. Hunter, MD
Matthew Katz, MD
Brian Knab, MD
Arul Mahadevan, MD
Andrea B. McKee, MD
Su K. Metcalfe, MD
Asa J. Nixon, MD
William O'Meara, MD
Eltin-Osa O. Osa, MD
Bryan P. Rowe, MD
Thomas A. Sheldon, MD
Himanshu Singh, MD
Ping Zhou, MD

Ophthalmology
Dwayne B. Baharanrazian, MD
Adam P. Beck, MD
Glen A. Bolliger, MD
Adam P. Beck, MD
Dwayne B. Baharozian, MD

Oral and Maxillofacial Surgery
Christos J. Bacos, DMD
Sotirios Diamantis, DMD, MD
Hamid R. Esbah-Tabatabaie, DMD
Amy D. Field, DMD
Neil S. Hornung, DMD
Jeffrey D. Smith, MD

Orthopedics
Steven Alter, MD
Christopher W. Baker, MD
Samuel D. Gerber, MD, FACS
Eric D. Holstein, MD
Lawrence P. Johnson, MD

Pathology
Sonali P. Aryan, MD
Shashikala Dwarakanath, MD
Cheryl A. Ennis, MD
Jianmin Gan, MD
Lija Joseph, MD
Walther M. Pfeifer, MD

Pediatrics
Brad E. Alpert, MD
Julia Aquino, MD
Alena Ashenberg, MD
Andreas Athanasiou, MD
George P. Atkinson, MD, PhD
Steven J. Bachta, MD
Rekha Bains, MD, PC
Pumima Bariwal, MD
Beni Bayrak, MD
Jennifer Bell, MD
Jessica Bennett-Shah, MD, MPH
Cathleen Bonacci, MD
Matthew P. Brewer, MD
Lisa Capra, MD
Megan Cardoso, MD
Chu J. Chen, MD
Russell T. Coleman, MD
Anne Stacie Colwell, MD
Mary Ellen Conroy, MD
Stephen A. Conway, MD
Marya L. Conzemius, MD
Sheila L. Conzemius, MD
Bobbi L. Conrad, MD
Gopala K. Dwarakanath, MD
Michael J. Dwarakanath, MD
Jeffrey A. Norton, MD

Pediatrics, Cardiology
Michel M. de Moor, MD
David R. Fulton, MD

Pediatrics, Dentistry
Joseph H. Recht, DMD
Nilta Collins, DMD
Marcy P. Gabriolowitz, DMD
Michael D. Richler, DMD
Aaron H. Waltman, DDS

Pediatrics, Endocrinology
Stuart J. Brink, MD

Pediatrics, Gastroenterology
Robert D. Fusunyan, MD

Pediatrics, Nephrology
Lawrence S. Milner, MD

Pediatrics, Neurology
Douglas J. Hyder, MD
Anthony C. Rodrigues, MD, PhD
Ju Tang, MD

Pediatrics, Ophthalmology
Vicki M. Chen, MD

Pediatrics, Otolaryngology
W. Howard Wu, MD
Joseph K. Weistroffer, MD
Kevin S. Tomany, MD

Physical Medicine and Rehabilitation
Atul L. Bhat, MD
Elizardo P. Carandang, MD
Benjamin O. Henkle, MD
Sirirangam R. Padmanabhan, MD

Plastic Surgery
Loreen A. Ali, MD
Dina A. Eliopoulos, MD
Jeffrey D. Smith, MD

Podiatric Surgery
Teresa J. Burfort, DPM
John J. Clancy, DPM
Christine Dalymple, DPM
Timothy M. Downs, DPM
Caroline Gauthier, DPM
Russell W. Hamilton, Jr., DPM
Filza Khan, DPM
Patricia J. Kim, DPM
Wayne M. McCullough, DPM
Gregory McNamara, DPM
Regina M. Mostone, DPM
Kathleen O’Keefe, DPM
John Pizzuto, DPM
Matthew Riordan, DPM
Wendie Smith, DPM
Mitchell J. Wachtel, DPM

Preventive Medicine
Michael Lappi, DO
Meeta Nguyen, MD
* It is with sadness that we observe the death of the noted physician in our community. We are honored to recognize her dedication to patient care. This physician passed away in 2015.
Patients’ experience and safety are top priorities for Patient Family Advisory Council

The concept of value in healthcare isn’t simply about providing lower-cost care. At Lowell General Hospital, it’s also about quality and the experience patients have when receiving care.

To involve patients and families in decisions that affect the design and delivery of their care, Lowell General formed a Patient Family Advisory Council (PFAC) in 2010. Currently made up of 13 former and current patients and four hospital staff members, the Council meets six times a year to learn about hospital services and programs, and provide feedback on ways to make them better for patients.

The Council directly connects to Circle Health’s Value Imperative and empowers patients and families by giving them a distinct voice in improving the patient experience. It allows those we care for to make their healthcare experience an exceptional one, from comfort to quality to safety.

“I had my first surgery at Lowell General in 1970, and four out of five of my kids were born there,” says Bob Logan, who’s been a Council member since its inception. “I thought that getting involved in the PFAC was a good way to give back for all the hospital had done for me and my family.”

He admits, however, that he was skeptical at first about the Council’s role.

“There was a state law put into effect in 2009 mandating that hospitals have PFACs,” he says. “So I was prepared to be disappointed, thinking that we were going to be a committee in name only, just because the hospital had to have one.”

He quickly learned otherwise.

In the past year alone, the Council has met with hospital representatives to discuss improving access to care for underserved populations, working with PFACs across the state to address healthcare quality issues, improving the patient experience in the Emergency Department, end-of-life care, the scope of services at the Heart and Vascular Center, critical care inpatient services, and the offerings of Hospitality and Support Services.

At previous meetings, the group visited a prototype new patient room to critique its set-up and offer suggestions for improvements, and developed ways to enhance a new diabetes program launched at the Saints campus.

Mr. Logan values the access to decision-makers that the Council makes possible.

“This has been a wonderful way for patients and families to get together and talk with the leadership of the hospital,” he says, “and they’re the administrators who have the power to make changes, the people who can get things done.”

Mr. Logan has leveraged that access to advocate for a cause that’s near and dear to his heart: awareness of and education about shaken baby syndrome. He founded a nonprofit organization, A Child’s Light (childslight.org), to focus on the issue after his own six-month-old grandson died from shaken baby syndrome 10 years ago.

“Each hospital in Massachusetts has a different new parent education program, so I’m working to get Lowell General to implement a proven national program that’s used in 49 other states,” he says. “They’ve been very open to the idea.”

This receptiveness is what keeps Mr. Logan engaged and involved with the Council.

“I was wrong with my preconception about what the PFAC would be,” he admits. “The administrators have been nothing but receptive to all our thoughts and ideas. They always listen, and they always take action.

“It’s like a breath of fresh air,” he adds. “My opinion, my voice does matter, and that’s why I’m still here.”

The PFAC is recruiting new members. If you would like to add your voice to the design and delivery of healthcare at your community hospital, email PFAC@LowellGeneral.org.
Lowell General Hospital and Tufts Medical Center join forces to form Wellforce

Circle Health Scale Imperative
Expand existing relationships and develop new partnerships to attain optimal size and geographic footprint and enable Circle Health to excel in the management of the healthcare needs of the populations we serve.

Wellforce will give Lowell General Hospital and Tufts Medical Center the size and scale needed to better serve a growing patient population.

Tufts Medical Center and Lowell General Hospital joined forces in October 2014 to form a health system different than any other in Massachusetts. Approved by the Department of Public Health and reviewed by the Health Policy Commission, Wellforce represents a unique model that will improve coordination of care and enable clinicians to better serve the health needs of communities while enhancing the affordability of services.

This collaboration will give Lowell General Hospital and Tufts Medical Center the size and scale necessary to strongly position the new health system to not only compete in the challenging healthcare environment, but also invest in technology and share resources to better manage the health of a growing population that they serve.

Under the agreement, Tufts Medical Center and Lowell General Hospital formed a new parent organization. This organization is led by CEO Normand Deschene, CEO of Lowell General Hospital and Circle Health. Ellen Zane, Vice Chair of the Tufts Medical Center Board of Trustees, serves as Chair of the Wellforce board. Lowell General and Tufts Medical Center are equally represented on the Wellforce board. The agreement brought together two hospitals which are already recognized as some of the most efficient, high-quality, lower-cost providers in the state. As the Health Policy Commission recognized in its review of this new health system, “this transaction may actually decrease costs” – in sharp contrast to other affiliations in Massachusetts which have raised the specter of higher healthcare costs.

“Wellforce turns the traditional healthcare model on its head,” said Mr. Deschene. “Our focus goes beyond caring for the sick to encompass prevention, community health and investment in data and digital technologies rather than capital-intensive equipment and buildings, all in the interest of enabling clinicians to do what they do best – care for patients and their communities.”

The organizations selected the name Wellforce because its unique structure allows all types of healthcare providers and organizations to join together and be a positive force for improving the healthcare system and promoting health and wellness in diverse communities. Wellforce builds on the values of Circle Health’s promise to provide Complete connected care, and Tufts Medical Center’s commitment to keeping care in the community and engaging the full continuum of providers, not hospitals alone, in keeping patients and communities healthy.

Finalization of the agreement followed an intensive five-month due diligence process after Tufts Medical Center and Lowell General Hospital announced the signing of a Memorandum of Understanding in April 2014.

“Wellforce is aligned with the revolution occurring in healthcare,” said Mr. Deschene. “The Affordable Care Act and trends in healthcare costs in the United States demand a new vision for care delivery. With Wellforce we are well positioned to build upon our efforts to lead on quality, wellness and affordability.”
Bringing preventive, primary and specialty care to Westford
When illness and injury can’t wait –  
Circle Health Urgent Care

When patients need walk-in care for non-life threatening conditions and other ailments that require prompt medical attention, urgent care is a great option. Circle Health Urgent Care serves children, adolescents, adult and senior patients with convenient, accessible care without an appointment. Unlike many other urgent care centers or clinics, both locations in Westford and Lowell are staffed with experienced urgent care physicians from Merrimack Valley Emergency Associates who are available onsite during operating hours.

“Our urgent care centers allow us to bring seamless care to patients who need the right care at the right time at a lower cost than a more expensive emergency department setting,” says Dr. Jerry Jenson, Medical Director of Circle Health Urgent Care. “During flu season when a primary care physician may have a full schedule or after hours, we are here to assist and will communicate with the patient’s doctor to ensure that any needed follow-up care is coordinated.”

Circle Health Urgent Care treats non-life-threatening conditions and other ailments like allergies, dehydration, urinary symptoms, scrapes or lacerations, sprains or possible fractures, stings and bites, minor burns, and conditions needing X-rays or laboratory tests.

Patients don’t need a Circle Health physician to use our urgent care centers and they have full access to all the diagnostic and treatment resources at Lowell General Hospital, as well as other specialty providers that are part of the Circle Health network.

Now available at Circle Health Westford

ADULT SPECIALTY CLINICS


FAMILY MEDICINE

Two primary care Circle Health physicians, Drs. Christen Fragala and Katherine Powers, together with Nurse Practitioner Sherine Hassey provide comprehensive healthcare services for patients of all ages.

LOWELL GENERAL HOSPITAL PATIENT SERVICE CENTER

Patients needing blood tests, imaging services and outpatient testing now have a Patient Service Center close, convenient and accessible to their home or work. This Patient Service Center offers a full complement of testing services including:
- Blood draws and specimen collection
- Diagnostic imaging services (X-ray and ultrasound)
- Electrocardiograms (EKG)

OBSTETRICS AND GYNECOLOGY

Lowell General Hospital WomanHealth provides a full range of healthcare to women from adolescence through maturity. With special expertise in gynecologic care, obstetrics, urinary incontinence, menopause and gynecologic cancer, the physicians and nurse practitioners offer the most up-to-date technology for diagnosis and treatment.

PEDIATRIC SPECIALTY CENTER

Lowell General Hospital’s expanded partnership with the Floating Hospital for Children at Tufts Medical Center brings the expertise of some of Boston’s top pediatric specialists to Westford in areas including cardiology, gastroenterology, genetics, nephrology, neurology, pulmonology and rheumatology.
About Circle Health

Circle Health is a progressive collaboration of physicians, hospitals, other health providers and organizations with a shared vision for empowering people and communities to be healthier. Through innovative programs and a collaborative approach to care management – called Complete connected care – Circle Health supports communities with a comprehensive range of services and provides individuals easy access to the expertise and resources to achieve the best possible health throughout their lives. Circle Health is a not-for-profit company headquartered in Lowell, Massachusetts.

CIRCLE HEALTH STATS IN REVIEW

1,091 NURSES • 4,033 EMPLOYEES • 660 PHYSICIANS
804 VOLUNTEERS • 59,838 VOLUNTEER HOURS
About Lowell General Hospital

Lowell General Hospital is an independent, not-for-profit, community hospital serving the Greater Lowell area and surrounding communities. With two primary campuses located in Lowell, Massachusetts, the hospital offers the latest state-of-the-art technology and a full range of medical and surgical services for patients, from newborns to seniors.

### Patient Highlights at a Glance

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY13</th>
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<tbody>
<tr>
<td>Inpatient discharges</td>
<td>21,750</td>
<td>23,086</td>
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<tr>
<td>Observation discharges</td>
<td>4,146</td>
<td>2,329</td>
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<tr>
<td>Total patient discharges</td>
<td>25,896</td>
<td>25,415</td>
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<tr>
<td>Patient days of care provided</td>
<td>82,975</td>
<td>86,145</td>
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<tr>
<td>Average length of stay (in days)</td>
<td>3.81</td>
<td>3.73</td>
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<tr>
<td>Births</td>
<td>2,323</td>
<td>2,269</td>
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<tr>
<td>Diagnostic imaging procedures</td>
<td>255,756</td>
<td>250,223</td>
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<tr>
<td>Laboratory procedures</td>
<td>1,924,672</td>
<td>1,995,150</td>
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<tr>
<td>Surgical procedures</td>
<td>14,597</td>
<td>14,349</td>
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<tr>
<td>Radiation therapy procedures</td>
<td>11,350</td>
<td>10,808</td>
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<tr>
<td>Emergency services</td>
<td>100,729</td>
<td>100,803</td>
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<tr>
<td>Outpatient clinic visits</td>
<td>69,715</td>
<td>69,055</td>
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### Financials

#### Balance Sheet

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<thead>
<tr>
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<th>FY14</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and equivalents</td>
<td>$48,738,759</td>
<td>$57,510,221</td>
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<tr>
<td>Investments at market value</td>
<td>88,089,312</td>
<td>78,367,578</td>
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<tr>
<td>Patient accounts receivable</td>
<td>47,684,478</td>
<td>50,964,338</td>
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<tr>
<td>Property, plant, equipment</td>
<td>231,761,402</td>
<td>238,715,734</td>
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<tr>
<td>Due from affiliates</td>
<td>6,337,490</td>
<td>7,646,773</td>
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<tr>
<td>Other assets</td>
<td>50,647,087</td>
<td>52,256,650</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>473,258,528</td>
<td>485,461,294</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$79,064,371</td>
<td>$87,166,237</td>
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<tr>
<td>Due to third parties</td>
<td>3,269,408</td>
<td>2,710,485</td>
</tr>
<tr>
<td>Due to affiliates</td>
<td>4,769,498</td>
<td>4,904,138</td>
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<tr>
<td>Long-term debt</td>
<td>168,402,069</td>
<td>174,470,379</td>
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<tr>
<td>Other liabilities</td>
<td>50,645,830</td>
<td>52,256,650</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td>167,107,352</td>
<td>169,628,147</td>
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<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>473,258,528</td>
<td>485,461,294</td>
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</table>

#### Statement of Operations

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
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<tbody>
<tr>
<td>Operating revenues</td>
<td>$415,630,458</td>
<td>$404,617,917</td>
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<tr>
<td>Operating expenses</td>
<td>409,224,792</td>
<td>402,297,471</td>
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<tr>
<td>Operating income</td>
<td>6,405,666</td>
<td>2,320,446</td>
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#### Uncompensated Care Costs

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net charity care</td>
<td>$11,208,733</td>
<td>$9,947,269</td>
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</table>