Proving the promise of Complete connected care℠

Annual Report 2013
Circle Health at a glance

1,053 nurses
3,858 total employees
660 physicians
555 volunteers
55,800 volunteer hours
What’s inside

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A Message from Normand Deschene and David Pickul, MD

We are pleased to present the annual report for Circle Health. As we look back on 2013, we are tremendously proud of what we have accomplished. 2013 was a very challenging and successful year for Circle Health, our members, and affiliated organizations and providers throughout our community.

Today’s healthcare landscape has proven to be incredibly challenging for all healthcare institutions, not only in Massachusetts but across the entire nation. Implementation of the Affordable Care Act has not only brought about dynamic changes in care models, but tasked all within the industry to improve access to coverage and care, deliver high-value and quality, and significantly lower costs. Circle Health and our members are certainly not immune to these external pressures. Our members and affiliated providers are also facing more and more cuts in reimbursement from the Federal Government and other payors, and ultimately millions of dollars will likely be eliminated from their bottom lines in the coming fiscal year.

While we actively advocate for changes in Washington, we need to seize every opportunity to provide the highest quality care at the most cost-effective price, with service that is second to none. It’s the right thing to do for our patients, and will ensure patients and their families will continue to choose us as their healthcare provider.

Today’s patients often face the challenges of accessing care from multiple sites and multiple providers, who often do not share information, giving them the burden of sharing the same information over and over again during the course of their care and treatment. At Circle Health, we want to eliminate the white space between each of these providers and sites. Instead of healthcare happening in silos, we want to bridge these gaps and make those connections for the members of our community. This is what Complete connected careSM is really all about.

When we first introduced Circle Health, we worked with our board and key physician leaders and providers to establish strategic imperatives that would help build a foundation that would allow us to deliver on our new promise to provide Complete connected care to our community. Care that is high quality seamless, well-coordinated, streamlined and cost effective.

As you will read in the following pages, we made great progress in 2013 in driving these strategic imperatives forward. I would like to thank the many employees, physicians, providers, and board members at Lowell General Hospital, Visiting Nurse Association of Greater Lowell, Lowell Community Health Center and our affiliated provider practices for all of their hard work and dedication to our patients and the community last year. People truly make the difference at Circle Health and we are tremendously grateful for their willingness to go above and beyond every day to ensure patients and their families receive the best care.

We also thank those members of our community who continue to support our efforts. Whether through generous donations of time, money or advice, we are deeply indebted to all who help us in our mission to care for others.

In good health,

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

David Pickul, MD
Chief Medical Officer, Circle Health
At Circle Health, we want to eliminate the white space between providers and campuses. Instead of healthcare happening in silos, we want to bridge these gaps and make those connections for the members of our community.

**This is what Complete connected care is really all about.**

Normand E. Deschene and David Pickul, MD
Strategic Imperatives Drive Circle Health’s Direction in 2013

In the fall of 2012, Circle Health board members and leaders from member organizations Lowell General Hospital, Lowell Community Health Center, and the Visiting Nurse Association of Greater Lowell, as well as our community of physicians came together for a multi-day advance session to develop a strategic plan that would best position the organization to successfully meet the needs of the community in the year ahead. Leveraging this vital feedback, Circle Health developed a set of strategic imperatives in five core areas: Continuum of Care, Value, Population Health, Physician Alignment, and Scale.

Circle Health has made great progress in 2013 to drive these strategic imperatives forward. Highlights of these key accomplishments are listed on the following pages.

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.

Quickly integrating programs and services across Lowell General Hospital’s campuses was key to our efforts to ensure our patients received high quality, streamlined care following the 2012 merger of Lowell General Hospital and Saints Medical Center. Key service lines were consolidated across our campuses, including: Cancer Services, Cardiac Catheterization, Medical Day Care, Orthopedics, Pain Management, Cardiac Rehabilitation, and Endoscopy. The smooth integration of these services allowed us to provide more efficient patient-centered care while delivering a consistent experience.

Investments in the technology infrastructure were also a key focus in 2013. In June, we implemented a single electronic medical record (EMR) across our hospital campuses. The work provided a solid foundation as we worked to extend the EMR to our physician network with the goal of providing streamlined connectivity to patient records at the physician office level. Nearly 90% of our affiliated physicians are now using the new EMR, providing essential linkages across the full patient healthcare experience.

In order to fully understand and identify any gaps in the continuum of care, we completed a comprehensive study of Circle Health’s current service line offerings. This study also allowed us to pinpoint opportunities to further develop Centers of Excellence in areas that support our strategic imperatives.

Value Imperative

Deliver high value, affordable healthcare services through the provision of exceptional patient experiences, superb quality, safety, and efficiency.

Recognizing that our employees’ engagement and support is critical to our success, we provided comprehensive training and support services for Lowell General Hospital and Visiting Nurse Association staff and Circle Health employed practice personnel to ensure that complete connected care is consistently delivered across the full continuum of care. This training and education helped employees better understand the key role they play in patients’ and visitors’ experiences, and support their efforts to exceed expectations during each and every encounter.

Continuous improvement was a key focus for Circle Health in fiscal year 2013. Several improvement initiatives were launched throughout the year, including a Massachusetts Hospital Association Lean Program that was hosted at Lowell General Hospital and had active participation from both hospital and Lowell General Physician Hospital Organization (PHO) leaders. The hospital’s Alternative Quality Care (AQC) contract with Blue Cross Blue Shield, which rewards quality outcomes and value-based performance, was successfully renewed. Lowell General continues to be a top performer in the AQC outpatient measure set with the highest performance in the state for the majority of the measures. Quality reporting to the Center for Medicare and Medicaid Services (CMS) was executed as part of the Accountable Care Organization’s (ACO) Medicare Shared Savings Program reporting, and the ACO performed above the 90th percentile on more than 20% of the measures. The hospital realized gains in Perfect Care
scores across both hospital campuses, with scores reaching the mid to high 90s on many of these quality measure sets.

We were also pleased to earn bond refinancing at the hospital level with favorable ratings from Standard & Poor's and Fitch. This is especially impressive given the conclusion of the Legacy Project and merger related debt and financial obligations the organization incurred during 2013.

Lowell Community Health Center earned Level 3 Patient Centered Medical Home recognition, the highest level possible, by National Committee for Quality Assurance. The honor recognizes Lowell Community Health Center’s work to build meaningful patient relationships, making healthcare easier to access, and ensuring that care is of the highest quality.

The Visiting Nurse Association of Greater Lowell (VNA) received two Blue Cross Blue Shield Innovation Awards in 2013, which recognized the VNA’s service to chronically ill patients in our community. The VNA’s work was supported through the Blue Cross Blue Shield Foundation of Massachusetts’ Making Health Care Affordable Grant. Despite many applications from home care providers for grant dollars, the VNA was the only home care agency to receive funding.

Population Health Imperative

Improve the health status of the populations we serve through community outreach and education, disease management, wellness programs and the engagement and empowerment of all Circle Health patients.

In partnership with the Greater Lowell Health Alliance, Lowell General Hospital commissioned researchers and students from the University of Massachusetts Lowell to conduct a community health needs assessment to identify the unmet medical and public health needs within the Greater Lowell community. Action planning is underway to address the top health problems that were identified—mental health, substance abuse, diabetes, obesity, respiratory diseases (e.g., asthma and chronic obstructive pulmonary disease), cardiovascular disease, and Hepatitis B in the Cambodian community.

The Lowell Community Health Center opened a new 100,000 square foot state-of-the-art health center with primary care and services for all ages, including OB/GYN, pharmacy, behavioral health, teen programs, community outreach and education, and some specialty care. This facility almost doubled the size of the Metta Health Center, providing integrated medical and behavioral health care using Eastern and Western modalities. Lowell Community Health Center also opened an Access Center to facilitate continuity of care between the hospital and the Health Center and to provide same day access to care when needed.

The Visiting Nurse Association of Greater Lowell developed and implemented a behavioral and mental health program in response
to community need. Funded by the 2013 Ball for Community Health Initiatives, the program provides home care to patients with persistent sadness, bipolar disorder, anxiety and schizophrenia in close coordination with the patient’s psychiatrist and primary care physician.

Recognizing that we must model healthy behaviors for our community, we launched the Connect to Wellness Portal for Lowell General Hospital in 2013 as part of the hospital’s health and wellness program for employees. This web-based tool empowers employees to take charge of their health by providing convenient access to a host of health and wellness tips, tools and resources.

Physician Alignment Imperative
Align, engage, and integrate with all Circle Health physicians and allied health professionals to provide our patients with Complete connected care.

At Circle Health, we recognize that strong relationships and collaboration with physicians and providers throughout our community is vital to our ability to best serve our patients. Community physicians and providers played a critical role in the Circle Health Advance held in the fall of 2013, helping us identify actionable priorities that engage physicians in the advancement of the organization’s strategic priorities. We have established three innovation councils – Continuity of Care, Population Health Management and Network Development – that have active physician and provider participation. Under the leadership of Dr. David Pickul, who was appointed to the role of Chief Medical Officer for Circle Health in March 2013, the Network Development Innovation Council is focused on expanding our network with new physicians and helping to define what it means to be a Circle Health provider.

We also achieved significant progress in bringing our medical staff members onto an integrated technology platform in 2013 through the implementation of a single electronic medical record system at the hospital level and began extension to the physician office level. As noted above, nearly 90% of our affiliated physicians are now using the new EMR, providing essential linkages across the full patient healthcare experience.

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.

Growth and scale continue to be critical to Circle Health’s current and future success. In 2013, we completed comprehensive studies of each of the geographic areas within our primary and secondary service areas to identify opportunities for Circle Health to expand our geographic footprint. Specific business plans are being developed to grow our network based on the key findings from these studies.

As part of these efforts, we have also worked to expand in two key communities. We have expanded services and primary care offerings at our Lowell General North Andover site located at 203 Turnpike Street. The facility now offers Primary Care of the Andovers, a new family care practice featuring two primary care physicians and a nurse practitioner. We have also added a Lowell General Hospital Patient Service Center, which offers blood draw, imaging services and specimen collection services. In addition to its office in North Chelmsford, the Lowell General Hospital Center for Weight Management and Bariatric Surgery has a second location at the North Andover site, providing convenient access for its patients from the Greater Lawrence area.

In 2013, we developed plans for a Circle Health facility in Westford. Located at Cornerstone Square at 198 Littleton Road, Circle Health Westford features an Urgent Care Center, a Patient Service Center providing diagnostic imaging, blood drawing and specimen collection services, Westford Family Medicine, WomanHealth, and specialty pediatric care from Floating Hospital for Children at Tufts Medical Center. The new facility is scheduled to open in the summer of 2014.

Nearly 90% of our affiliated physicians are now using the electronic medical record system, providing essential linkages across the full patient healthcare experience.
Circle Health Board
Raymond Anstiss, Jr.
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
Margaret A. Palm
Victor Poirier
Gregory Wertheimer

Senior Leaders
Normand E. Deschene
President and CEO, Circle Health
CEO, Lowell General Hospital
David Pickul, MD
Chief Medical Officer, Circle Health
Dorcas Grigg-Saito
CEO, Lowell Community Health Center
Rachel Chaddock
Executive Director, Visiting Nurse Association of Greater Lowell

Officers
George L. Duncan
Chairman
Gregory Wertheimer
Vice Chairman
Normand E. Deschene
President / CEO
Susan Green
Treasurer / CFO
Daniel J. Mansur
Clerk

Trustee Emeritus
Clementine Alexis
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William J. Collins
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Abdul Ghaffar, MD
Terry T. Howard, MD
John C. Hughes, MD
Charlotte LaPierre
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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Carole A. Cowan, Ed.D.
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Shorrie McKinney
Martin T. Meehan
James L. Milinazzo
Nels A. Palm
Susan Pasanen
Tushar Patel, MD
John H. Pearson, Jr.
David C. Pickul, MD
Michael S. Reilly
Bruce T. Robinson
Peter D. Roman, MD
James C. Shannon, III
Brian J. Stafford
John C. Thibault
Andrew Trainis
David E. Wallace
Drew Weber

* This list includes board members who served during FY2013. Tom McKay passed away in early 2014. Mr. McKay began his service as a hospital corporator in 1993, and served as a member of our board of governors for the past 14 years. We are incredibly grateful to Mr. McKay for his dedicated service and will miss his valued friendship and contributions to our community.
Every day, community health centers see complex challenges in the patients we serve, and create solutions through leveraging possibilities for positive change and better health outcomes. When Lowell Community Health Center began its capital expansion project nearly two years ago, our committed staff understood that our new facility would be more than just a building. It would be a place for us to create possibilities for our patients. While reducing wait times for appointments, expanding our workforce, and increasing our number of exams rooms were all tangible benefits of building a new community health center for Lowell, our staff saw the power of possibilities. Possibilities for our patients, their families, and our community.

Opening our new location on Jackson Street has allowed us to fulfill the potential of these possibilities. In our new Patient Service Center, we have enrolled nearly 20,000 people in health insurance plans that allow them to seek routine care and live healthier, more productive lives. We have expanded our behavioral health department, and are working towards the complete integration of behavioral health services within our primary care settings. We have added nearly 100 new staff. Fifty percent of our 360 staff are bilingual, reducing the linguistic barriers to care for the diverse community in which we live and work. With the opening of our new pharmacy, we are able to offer affordable prescriptions onsite. In the first three months of operation, our pharmacy filled more than 10,000 prescriptions. And, earlier this year, the Health Center achieved the top level, Level 3, Patient-Centered Medical Home Recognition for patient-focused, high quality care.

The new Health Center has allowed us to deliver holistic care to our patients. We provide a unique array of services that address the physical, behavioral, and social concerns of our community. Many of our patients must make difficult choices each day like whether to pay for a child’s medication or buy food for their family. The Health Center’s WrapAround Services address all of a patient’s needs, from food and housing assistance to care management and nutrition counseling. By “wrapping our arms around” patients with complex needs, we create possibilities for people to seek care, improve their health, and to heal.

The Health Center serves as a beacon of light for some of our most vulnerable neighbors. Our dedicated staff bring the power of possibility, and good health, to the Greater Lowell community.

Dorcas Grigg-Saito
CEO, Lowell Community Health Center

A Healthy Community is a Strong Community

Community health centers, like Lowell Community Health Center, link our most vulnerable neighbors to affordable, high quality, and accessible primary care and behavioral health services. Nationwide, community health centers provide healthcare for over 22 million people. Last year alone, Lowell Community Health Center cared for 50,000 residents of Greater Lowell through primary care, behavioral health services, community health programs, school-based health centers, and youth programs. In 2013, over 5,200 new patients saw a medical provider at the Health Center’s new facility on Jackson Street. Each day, nearly 500 people seek care at Lowell Community Health Center.

Since Lowell Community Health Center’s founding in 1970, our mission has been to bring improved health outcomes to difficult to reach and underserved populations. The Health Center has been caring for Lowell’s immigrant and refugee communities from its beginnings in a cramped public housing complex.

In 2000, we opened our Metta Health Center to increase access to healthcare for Lowell’s sizable Southeast Asian population. Recognized as a national model for culturally appropriate care, Metta Health Center combines traditional Southeast Asian health beliefs with western medicine. In 2013, the Health Center doubled the size of its Metta Health Center facility, adding primary care and behavioral health staff to serve newly-arriving refugees from Iraq, Burma, Bhutan, and Africa.

Whether a patient receives his or her care at our main facility at 161 Jackson Street, the Metta Health Center, or
a school-based health center, language access is one of the Health Center’s areas of expertise. The Health Center is leading the way in culturally appropriate care with nearly half of our staff of 360 speaking more than one language. Staff speak over 28 languages, many of which are reflected on the welcome wall in the lobby of our new facility. In 2013, the Health Center trained and certified over 31 medical interpreters at its Community Health Education Center, bringing the number of staff medical interpreters to 80 employees. Central to the Health Center’s mission is the belief that each member of our community should be able to talk to a physician about healthcare concerns regardless of the language they speak.

Over 90% of patients that seek care at the Health Center live in poverty. The Health Center works with people who otherwise could not afford routine healthcare services by enrolling individuals in healthcare coverage plans. The Health Center saves money and reduces the overall costs of healthcare in our community. In 2013, health insurance counselors at the Health Center enrolled 20,000 people in health insurance plans. By providing routine care, early screening and diagnosis of diseases, and care management for chronic conditions, the Health Center reduces inappropriate use of local emergency departments. Using the Health Center costs 41% less than seeking care at an emergency room for non-urgent health concerns, and reduces the cost to consumers across the healthcare system. The Health Center strengthens our community and its workforce by reducing the number of days employees must miss work to care for sick family members, by limiting the number of days children must miss school to treat a chronic condition, and by diagnosing health conditions before they require more long-term and costly solutions.

Over 90% of patients that seek care at the Health Center live in poverty. The Health Center works with people who otherwise could not afford routine healthcare services by enrolling individuals in healthcare coverage plans. The Health Center saves money and reduces the overall costs of healthcare in our community. In 2013, health insurance counselors at the Health Center enrolled 20,000 people in health insurance plans. By providing routine care, early screening and diagnosis of diseases, and care management for chronic conditions, the Health Center reduces inappropriate use of local emergency departments. Using the Health Center costs 41% less than seeking care at an emergency room for non-urgent health concerns, and reduces the cost to consumers across the healthcare system. The Health Center strengthens our community and its workforce by reducing the number of days employees must miss work to care for sick family members, by limiting the number of days children must miss school to treat a chronic condition, and by diagnosing health conditions before they require more long-term and costly solutions.

2013 Financial Performance

Financial Snapshot
- Stimulated the local economy through a $35 million impact.
- Had an annual operating budget of $25.7 million.

Revenue $30,218,221
- Patient Service Revenue 52%
- Grant and Contracts 21%
- Capital Campaign (non-operating) 11%
- Grants/Contracts for Capital (non-operating) 11%
- Interest 3%
- Other 2%

Expenses $24,102,905
- Salary and Fringe 76%
- Contracted and Professional Services 5%
- Supplies 5%
- Facility Costs 5%
- Interest 3%
- Depreciation 2%
- Bad Debt 2%
- Other 2%

New Services in 2013

Pharmacy
The Health Center added a full-service pharmacy that is available onsite to patients and open to the community. Many patients qualify for low-cost prescriptions, and can fill a prescription while visiting a doctor.

Access Center
The Access Center provides more immediate service for community members who are experiencing illness, pain, or an untreated medical condition. The Access Center relieves the load on hospital emergency departments, and saves money for the healthcare system as a whole.
Caring for Lowell

Lowell Community Health Center conveniently offers outpatient primary care, behavioral health and community health services all under one roof in our new state-of-the-art facility on Jackson Street in Lowell. Health Center patients can access care easily and quickly. A patient can be seen by a physician, speak with a nutritionist, and fill a prescription in our pharmacy in our lobby, all in one visit. Integrated behavioral health services allow for interventions and family counseling, on the spot, in each of our primary and specialty care departments. Our new facility truly is a center where medical, behavioral, and community health staff can care for each patient’s complex needs.

Primary Care Services

Primary care services include Adult Medicine, Pediatric Medicine, and Family Medicine where patients in all stages of their life can receive medical care. Adjacent to our main facility, patients may be seen at the Metta Health Center site where we employ family medicine professionals who are experts in Eastern cultural and healing beliefs, as well as refugee health. Students at the Stoklosa Middle School and at Lowell High School can see a medical provider during the school day at our school-based health centers. In addition, the Health Center offers specialty services such as OB/GYN, Family Planning, and HIV care management and testing.

Behavioral Health Services

The Health Center provides a wide-range of behavioral health services to adults, adolescents, and children in individual and group counseling environments. A team of experienced clinicians provide culturally sensitive behavioral health services that focus on diverse mental health issues including addiction. Counseling services are available at the main facility on Jackson Street, Metta Health Center, and school-based health centers.

Community Health Programs

The Health Center has a staff of 35 community health workers who provide health screenings and health education in the community, and referrals to our physicians for routine care and chronic disease treatment. Community health workers are trained in public health issues, speak the many languages of Lowell’s diverse community, and help people navigate a complex healthcare system. Along with community health programs, the Health Center also coordinates youth development programs for teens that focus on leadership skills, substance abuse education and prevention, and HIV education.
Chhan’s Story

An immigrant from Cambodia, Chhan speaks enough English to get by. But when it came to caring for his sons, Muny and Pich, he wanted to be able to talk to the physician in his own language.

At Lowell Community Health Center, a physician and medical interpreter were able to explain to Chhan that both boys have chronic asthma. The boys were scheduled for regular visits with a nurse to monitor their asthma. Meetings were set up with a health educator so Chhan could learn how to manage his sons’ asthma.

Chhan felt relieved and overwhelmed once he understood the diagnosis. While his medical insurance would cover the physician visits, Chhan worried about how he would pay for medication for his sons.

Cindy, a health benefits counselor at the Health Center, searched and found health insurance coverage that would allow Chhan to afford his sons’ medication.

Today, Chhan’s sons rarely have a serious asthma attack that requires emergency treatment. The Health Center is able to provide an integrated collection of critical WrapAround Services to address patients’ complex healthcare needs. Chhan's story is one of many, and illustrates how the Health Center cares for Lowell.
Visiting Nurse Association of Greater Lowell accomplishments 2013

Home Care and Hospice services are a unique part of the healthcare continuum. Most of the time healthcare is provided within a building such as a hospital, nursing home, or physician’s office. The Visiting Nurse Association of Greater Lowell is privileged to provide healthcare in a setting most desirable for patients and their families: their home.

This past year we provided services to almost 5,000 individuals. On any given day we have an approximately 650 patients who have trusted us to provide their care. Whether we are caring for a newborn infant just starting out in this world, a person in the end stages of life, or anyone in between, the VNA is able to help individuals manage their illnesses and recuperate, enhance their health and wellbeing, and support families in their efforts to keep their loved ones at home.

2013 has been an exciting year for the VNA and we are proud of our many accomplishments. Agency admissions grew by 7%. We were the recipient of three grants to support the development of new clinical programs. Two grants were awarded by the Blue Cross Blue Shield of Massachusetts Foundation. One supported our work with chronically ill patients; another was awarded to enable nurses and community health workers to provide group coaching sessions for patients who have diabetes. Finally, we received a grant from the Circle Health Ball for Community Health Initiatives to support our development of a mental health/behavioral health program.

During the year we have been working collaboratively with many of the healthcare providers in the community. Despite the difference in our settings, our goals are very similar: to excel in the care we provide to those in this community. By working together we can better identify the needs of different patient populations and ensure that care is provided in the right setting. We are an integral part of a great healthcare system - Circle Health. We have the ability to ensure positive patient outcomes while providing cost-effective care.

We were pleased to be recognized by the home care community for innovation in our work and services related to chronic disease. We received two innovation awards: one from the Home Care Alliance of Massachusetts and another from the Visiting Nurse Associations of New England.

And perhaps most importantly, our patient satisfaction scores continue to exceed state, national, and competitor benchmarks. These are testaments to the passion, experience, and commitment of our employees and volunteers.

We are grateful to our Board of Directors, Leadership Team, employees, and volunteers who have worked diligently to strategically position our agency as well as continue to grow and enhance the clinical services we provide. Part of this work included development of a rebranding campaign that will take place in 2014. We are also most appreciative of our donors who continue to support our mission to assist individuals to remain safely in their homes by providing high quality home care, hospice, and other community services.

We’re excited about our future and anticipate another year of growth and collaboration as we continuously strive to meet the healthcare needs of our community.

Warmest Regards,

Rachel Chaddock
Executive Director, Visiting Nurse Association of Greater Lowell
Behavioral Health Program Delivers Care and Hope

It’s good news for patients, for their families and for our communities: a new program that brings behavioral health services to people at home. Those who are challenged by persistent sadness (depression), anxieties, bipolar disorders or schizophrenia - and who have difficulty leaving their homes to receive treatment - can now benefit from this specialized home care program.

With funding granted by the Circle Health Ball for Community Health Initiatives, and consultation from C&V Senior Care Specialists, Inc. (national experts in behavioral health home care), the VNA of Greater Lowell began to offer care to newly admitted patients, and to address the behavioral health needs of current patients.

“We recognize the dynamic relationship between physical and mental health,” said Cynthia Roche, Director of Home Care & Hospice Services, noting that those who have a physical disease are at higher risk of developing a mental illness, and those with mental illness are at higher risk of physical disease. With national estimates of one in four adults affected by mental illness, “this program expands our holistic, comprehensive care for our patients, and support for their family caregivers,” she said.

Grant Helps Patients, Wins Innovation Awards

Health Care Affordability Begins At Home, a special project funded by the Blue Cross Blue Shield of Massachusetts Foundation, is helping patients with chronic disease to increase their knowledge and confidence, avoiding complications and re-hospitalizations.

The project is assisting people who have congestive heart failure (CHF), chronic obstructive pulmonary disease (COPD), or diabetes, but who are not eligible for home healthcare under current regulations. Patients benefit
from home visits by a nurse, telehealth (in-home monitoring), assistance from community health workers, group support, and 24-hour accessibility to a nurse. Project staff provide coaching and community connections, working closely with the patient’s physician.

“It’s great to have all my doctors and nurses ‘on the same page,’” said Ed Cossette, one of the participants in the program. “My primary doctor, my cardiologist, and VNA nurses all communicate with each other…I get the personal attention and coaching that keeps me on track. I appreciate the teamwork and the guidance.”

2013 was the second year of this three-year demonstration project, which has already won two awards for innovation from the Home Care Alliance of Massachusetts and from the Visiting Nurse Associations of New England. Over three years, the Blue Cross Blue Shield of Massachusetts Foundation will have invested $380,000 in this project.

“We’re glad to make this investment in Lowell healthcare, led by the VNA of Greater Lowell, an agency which operates with such high standards for patient care,” commented Celeste Lee, the Foundation’s Senior Director of Grantmaking. “We’re also pleased at the extent of the patient-focused commitment of all the partner organizations.”

Since coordination among healthcare providers is crucial to effective care, our project steering committee includes Lowell General PHO, Lowell Community Health Center, the Cambodian Mutual Assistance Association, Mill City Medical Group, and other local health and service agencies.

**Hospice project: We Honor Veterans**

Recognizing that a history of military service can affect a patient’s experience of advanced illness, our hospice program has joined the national “We Honor Veterans” project, a partnership between the Department of Veterans Affairs and the National Hospice and Palliative Care Organization. The goal is to improve care for veterans by increasing the knowledge and skill of healthcare providers, developing community connections, and recognizing veterans for their service.

“All of our life experiences affect us when we’re challenged by serious illness, and military service can have a major impact,” noted project coordinator Michele Collins, LICSW. “Hospice and palliative care staff are receiving in-service education, patients who are veterans are receiving special recognition, and we are reaching out to local veterans’ organizations.”
### 2013 Financial Performance
For fiscal year ending December 31, 2013

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<th>Income</th>
<th>$12,544,496</th>
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<tr>
<td>Nursing, rehabilitation, home health aide and medical social services at published rates</td>
<td>$13,504,467</td>
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<td>Amount not received from Medicare, Medicaid, and insurance programs that provide only partial payment</td>
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<td>Value of free care we provided during the year</td>
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<td>Other revenue</td>
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<td>Contributions (fundraising)</td>
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<td>Income from investments</td>
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<table>
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<th>Expenses</th>
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<td>Professional care of patients</td>
<td>11,026,375</td>
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<td>General and administrative support</td>
<td>1,195,727</td>
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<td>Occupancy, depreciation and interest</td>
<td>331,504</td>
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| Revenue in excess of expenses | $(9,110) |

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**Visiting Nurse Association of Greater Lowell, Inc.**

- A certified Medicare/Medicaid agency
- A Circle Health Member
- A member of the Home Care Alliance of Massachusetts
- A member of the Hospice & Palliative Care Federation of Massachusetts
- A member of the New Hampshire Home Care Association
- A member of the Visiting Nurse Associations of New England
- A member of the Non-Profit Alliance of Greater Lowell
- A member of the Greater Lowell Health Alliance
- Licensed by the Massachusetts and New Hampshire Departments of Public Health
- A non-profit, 501(c)(3) agency
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. In addition, Circle Health has nearly 700 affiliated physicians in over 50 specialties, who offer a comprehensive range of services in specialty care, from Allergy and Immunology to Vascular Surgery.

**Allergy and Immunology**
- Angela Ahuja, MD
- Leonard W. Kaplan, MD
- Hanna Laznickova, MD
- Li Liang, MD, PhD
- Ami Mehra, MD
- Julian Melamed, MD
- Curtis T. Moody, MD
- Martin G. Ostro, MD
- Frank J. Twarog, MD

**Anesthesiology**
- Marcia J. Bergen, DO
- Vijayasimham Channamsetty, MD
- Stuart A. Dunbar, MD
- Fouad S. Farn, MD
- Joseph P. Grajo, DO
- Rizwan U. Haque, MD
- John Ki-II, Kim, MD
- Shamee P. Mane, MD
- Vikram P. Narayan, MD
- Jose A. Ossa Concha, MD
- Han Y. Park, MD
- Dhirendra Pathak, MD
- Claudia E. Perez-Martinez, MD
- Sufyan A. Sheikh, MD
- Michael A. Specter, MD
- Wolfgang Steudel, MD
- Harshali R. Vijayakumar, MD
- Olga Volfson, MD
- Vladimir Volfson, MD

**Cardiology**
- Omar A. Ali, MD
- Richard G. Birkhead, MD
- Jose M. Carrion, MD
- Eric J. Ewald, MD
- Mohan Govindan, MD
- Christopher D. Hong, MD
- Walter M. Jo, MD
- Kirk J. MacNaught, MD
- David A. Malins, MD
- Lincoln N. Pinsky, MD
- Harsh C. Sanchorawala, MD
- Robert M. Shulman, MD
- Benjamin R. Smith, MD
- Arash Tabaei, MD
- Stephen J. Travers, MD
- James B. Waters, MD
- Jerold M. Weiner, MD

**Dermatology**
- Stuart J. Arbesfeld, MD
- Elizabeth C. Foley, MD
- Steven A. Franks, MD
- David E. Geist, MD
- Samuel D. Goos, MD
- Christine M Hayes, MD
- Abby L. Hochberg, MD
- Kathleen M. Joyce, MD
- Seth G. Kates, MD
- Khalilullah A. Khatri, MD
- Peter Muz, MD
- Helen A. Raynham, MD
- Michael T. Rosenbaum, MD
- A. David Simkin, MD
- Benjamin A. Sokly, MD
- Jennifer P. Toyohara, MD
- Christy M. Williams, MD

**Emergency Medicine**
- H. Scott Breen, MD
- Susan D. Brough, MD
- Paul Calner, MD
- Francesco Covit, MD
- R. Gary DeLong, MD
- Jonathan Drake, MD
- Marc Dummit, MD
- Marie Dupic-Washburn, MD
- Barry Fisher, MD
- Sarah Gilbert, MD
- Christopher Kareorees, DO
- Susan Ly, MD
- Richard G. Lyons, MD
- Nathan R. Mac Donald, MD
- Chandra Manueljollai, MD
- Lucia Modesti, MD
- Kimberly Morton, MD
- Sean M. Moshiro, MD
- Ravi Munthy, MD
- Meaghani Nilka, MD
- Jonathan H. Oppenheim, MD
- Wayne E. Pasanen, MD
- Marc N. Roy, MD
- Brian P. Sanders, MD
- David L. Sciacca, MD
- Ryan Searle, MD
- William Stuart, MD
- Jansen Tongson, MD
- Katja Von Tiesenhausen, MD
- Rothsovann Yong, MD
- Shorta Yuasa, MD

**Endocrinology**
- Miguel A. Ariza, MD
- Rajaa H. Nahra, MD
- Hayward K. Zwerling, MD
Nicholas Hill, MD  
Khalid Ismail, MD  
Branko S. Kesler, MD  
Denis Y. Lin, MD  
Christopher Manley, MD  
Michael J. McBrine, MD  
Edward F. Parsons, MD  
Ioana Preston, MD  
Imrana Qawi, MD  
Kari Roberts, MD  
Greg L. Schumaker, MD  
Maher K. Tabb, MD  
Viola Tracy, MD  
Joseph W. Walek, MD  
Felix C. Yu, MD  

Radiology, Diagnostic  
Scott D. Abel, MD  
Lindsay S. Baron, MD  
Joseph M. Barry, MD  
Jonas J. Berman, MD  
Chuen-Chieh J. Chen, MD, PhD  
Elise J. Connell-Boudoya, MD  
Michael D. Fishman, MD  
Daniel R. Gale, MD  
M. Elen Gale, MD  
Michael G. Geary, MD  
Himanshu Gupta, MD  
Bruce P. Hall, MD  
Patrick Hanks, MD  
Kellie A. Hemme, MD  
Timothy J. Hough, MD  
Jose T. Mora, MD  
John P. Murray, MD  
Erik B. Nine, MD  
Alan G. Pratt, MD  
Zulmarie Roig, MD  
M. Christian Semine, MD  
Monty S. Shah, MD  
Jill A. Steinkeile, MD  
Bruce G. Stewart, MD  
Joseph Y. Tang, MD  
Samuel C. Tong, MD  
Sarah H. Whitehead, MD  

Radiology, Vascular and Interventional  
James C. Bass, MD  
Wei Du, MD  
Gregg A. Franco, MD  
Paul Gryzenia, MD  
Allan I. Hoffman, MD  
Alice G. Lee, MD  
Michael F. Mastromatteo, MD  
Miriam L. Neuman, MD  

Reproductive Endocrinology and Infertility  
Joseph Hill, MD  
Danielle Vitiello, MD  

Rheumatology  
Joel H. Epstein, MD  
Tina J. Horwitz, MD  

Surgery, Colorectal  
David W. Lin, MD  

Surgery, General  
Abdul Ghaffar, MD  
Michael E. Jaer, MD  
Wassim Mazraany, MD  
Doris Pliskin, MD  
Nari Sabeti, MD  
Roy R. Shen, MD  
Rebecca C. Shore, MD  
Nicholas Spirito, MD  
Kenneth K. Tanabe, MD  
Nicholas Tsaparlis, MD  
Janaki Varadhan, MD  

Surgery, Neurological  
Bruce R. Cook, MD  
Howard M. Gardner, MD  
Peter J. Grillo, MD  
Kota S. Karanth, MD  
William P. McCann, MD  
Henry Y. Ty, MD  

Surgery, Oral and Maxillofacial  
Christos J. Bacos, DMD  
Sotirios Diamantis, DMD, MD  
Hamid R. Esbah-Tabatabaei, DMD  
Amy D. Field, DMD  
Neil S. Hornung, DMD  
Jeffrey D. Stone, DMD, MD  
Allen W. Tarn, DMD  
Thomas A. Trowbridge, DDS, MD  

Surgery, Pediatric  
Walter J. Chwals, MD  
Carl-Christian A. Jackson, MD  

Radiology, Teleradiology  
John E., Alexander, MD  
Courtney Carter, MD  
John K. Chang, MD  
Ananthakrishna Chilukuri, MD  
Bertrand L. Gallet De Saint Aurin, MD  
Amy R. Hellbusch, MD  
Brian J. Holmes, MD  
Farhad Kelldandi, MD  
John D. Lewis, MD  
Thomas F. Osborne, MD  
Adam D. Ruinick, MD  
John P. Schreiber, MD  
Helen H. Shi, MD  
Thomas J. Spinuzza, MD  
David F. Tague, MD  
Katherine D. Tobin, MD  
Monte F. Zarlingo, MD  

Surgery, Thoracic  
William A. Cook, MD  
Dean M. Donahue, MD  
Christopher R. Morse, MD  

Surgery, Vascular  
Paul M. Burke, Jr., MD  
Arthur Gonsalves, MD  
Jonathan K. Gordon, MD  
Paula Muto, MD  
Gary Pare, MD  
Calin Vasiliu, MD  

Urology  
Richard E. Altman, MD  
David J. Berman, MD  
Matthew A. Cohen, MD  
Robert A. Edelstein, MD  
Samantha J. Ganick, MD  
J. Mathieu Massicotte, MD  

* It is with sadness that we observe the death of the noted physicians in our community. We are honored to recognize their dedication to patient care. These physicians passed away in late 2013 or early 2014.

Our vision is a world in which people and communities are empowered to achieve the best health possible because they are surrounded and supported by the health resources, expertise, and care they need, whenever and wherever they need it.

David Pickul, MD, Chief Medical Officer, Circle Health
A message from Joseph A. White
President of Lowell General Hospital

2013 was an exciting year for Lowell General Hospital, and I am proud to share some of the highlights of our team's accomplishments. When I first transitioned into the role of President in June of last year, I felt extremely fortunate to have such a strong and talented group of colleagues working together to take the new Lowell General Hospital forward. Together, we have reached many milestones.

Lowell General Hospital was honored both for the quality of care we provide and the work environment each member of our team helps to nurture. These honors are especially impressive given all of the growth and change across the organization last year. Whether it was the integration of programs like pain management or sleep and neurodiagnostics services, the opening of the newly renovated Reilly 4 and Sullivan 5 patient floors at the Saints campus, or the addition of a Clinical Decision Unit at the main campus, 2013 was an incredible year of collaboration among all members of our team. Coupled with the hard work of our Information Technology team unifying all our campuses under a single electronic medical record system, we made great strides in providing state-of-the-art healthcare services to our community.

I am so proud of our great team of employees, physicians, board members, and volunteers who work together to serve our patients. We are fortunate to have a growing number of patients and families who entrust us with their healthcare needs. This growth has only been possible because of the people who are committed to delivering on our promise to provide Complete connected care each and every day.

On behalf of the entire senior team, I would like to thank this dedicated group for all of their hard work in 2013. They truly are the keys to our success, both last year and in the exciting and challenging year ahead.

Respectfully yours,

Joseph A. White
President, Lowell General Hospital

Workplace Culture Honored

Lowell General Hospital Named a 2013 Best Places to Work

The Boston Business Journal named Lowell General Hospital as one of the Best Places to Work in Massachusetts in its eleventh annual regional awards program in June 2013. The hospital ranked ninth in the large employer category. The honor recognized Lowell General 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 was one of over 400 companies to qualify for consideration based on a two-stage nomination process and the results of employee satisfaction surveys taken throughout March and April.

“This is the fourth year Lowell General has been honored in this prestigious annual regional awards program,” said Joseph (Jody) White, President of Lowell General Hospital. “It is such a testament to the hard work and dedication of our employees who have helped build a workplace culture that is one of the best in Massachusetts. They truly make Lowell General Hospital a great place to work.”

Lowell General Hospital Named One of Area’s Healthiest Employers

Lowell General Hospital was honored as a finalist for the 2013 Boston Business Journal’s Healthiest Employers program. The Boston Business Journal honored 15 individual companies for their efforts in maintaining and improving employee health. Lowell General was one of five finalists in the large company category. Lowell General Hospital highlights included its annual Spring Into Action challenge, the hospital’s offerings of employee discounts at local fitness centers, onsite fitness classes and nutritious heart-healthy meals in its cafeterias.
Quality of Care Recognized Regionally and Nationally

U.S. News & World Report Names Lowell General Hospital Among the Best in Massachusetts

Lowell General Hospital was ranked as one of the best hospitals for 2013-14 in Massachusetts, ranking among the top 10 hospitals in the metropolitan Boston area and 12th overall in the state. The U.S. News & World Report’s 24th annual Best Hospitals ranking identified Lowell General Hospital among the high-performing hospitals in the nation in four specialties: Diabetes and Endocrinology, Gynecology, Neurology and Neurosurgery, and Urology. The annual U.S. News Best Hospitals rankings recognize hospitals that excel in treating the most challenging patients.

“It takes a team of world-class physicians, nurses, and staff to provide the level of care to rank nationally as a top-performing institution U.S. News & World Report,” said Amy Hoey, Chief Operating Officer of Lowell General Hospital. “We are incredibly proud to be one of the few community hospitals included in this prestigious list, and are honored that our patients and their families are leaving our hospital telling great stories about the talented staff and physicians who support them in surgery, diagnostic care and treatment.”

Radiation Oncology Team Earns American College of Radiology Accreditation

Lowell General Hospital was awarded a three-year term of re-accreditation in radiation oncology as the result of a review by the American College of Radiology (ACR). Radiation oncology (radiation therapy) is the careful use of high-energy radiation to treat cancer. A radiation oncologist may use radiation to treat cancer or to relieve a cancer patient’s pain.

The ACR is the nation’s oldest and most widely accepted radiation oncology accrediting body, with nearly 500 accredited sites and 25 years of accreditation experience. The ACR seal of accreditation represents the highest level of quality and patient safety. It is awarded only to facilities meeting specific Practice Guidelines and Technical Standards developed by ACR after a peer-review evaluation by board-certified radiation oncologists and medical physicists who are experts in the field.

American Association of Critical-Care Nurses recognizes Lowell General Hospital with Beacon Award for Excellence

Lowell General Hospital’s Intensive Care Unit (ICU) was awarded a silver-level Beacon Award for Excellence by the American Association of Critical-Care Nurses (AACN). The AACN recognized 98 units from 78 hospitals nationwide that earned the Beacon Award for Excellence. The American Association of Critical-Care Nurses presents this national award with gold, silver and bronze designations that mark a specific type of achievement within a healthcare organization.

This designation is a significant milestone on the path to exceptional patient care and a healthy work environment. This award allows caregivers to be recognized for their services that positively affect and improve patient outcomes proven by evidence-based practices. The ICU at Lowell General Hospital exemplifies excellence in professional practice, patient care and outcomes. Receiving this award is a great honor and product of Lowell General Hospital’s promise to deliver Complete connected care to its community.
Technology Advancements
Connect and Streamline Care

Lowell General Hospital Named 2013 Most Wired

Lowell General Hospital has been recognized as one of the nation’s Most Wired for the third consecutive year, according to the results of the 2013 Most Wired Survey released in the July issue of Hospitals & Health Networks magazine. Lowell General is one of nine hospitals in Massachusetts to earn the prestigious honor.

This year marks the 15th anniversary of Health Care's Most Wired Survey. In that time, hospitals and healthcare systems have made great strides in establishing the basic building blocks for creating robust clinical information systems aimed at improving patient care. This includes adopting technologies to improve patient documentation, advance clinical decision support and evidence-based protocols, reduce the likelihood of medication errors, and rapidly restore access to data in the care of a disaster or outage.

HIMSS Analytics Honors Lowell General Hospital with Stage 6 Recognition

Health Information and Management Systems Society (HIMSS) Analytics announced Lowell General Hospital achieved Stage 6 on the EMR Adoption ModelSM (EMRAM). HIMSS Analytics developed the EMRAM in 2005 as a methodology for evaluating the progress and impact of electronic medical record systems for hospitals in the HIMSS Analytics™ Database. Tracking their progress in completing eight stages (0-7), hospitals can review the implementation and utilization of information technology applications.

Highlights of Stage 6 Hospitals

- Have made significant executive commitments and investments to reach this stage.
- Have a significant advantage over competitors for patient safety, clinician support, clinician recruitment, and competitive marketing for both consumers and nurse recruitment.
- Have almost fully automated/paperless medical records as they have implemented their IT applications across most of the inpatient care settings.
- Are either starting to evaluate their data for care delivery process improvements or have already documented significant improvements in this area.
- Have made investments and recognize the strategic value of improving patient care with the EMR.
- Have strategic alignments with their medical staff to effectively utilize information technology to improve the patient safety environment.
- Are well positioned to provide data to key stakeholders, such as payers, the government, physicians, consumers, and employers, to support electronic health record environments and health information exchanges.

HIMSS Analytics also have achieved a significant advancement in their IT capabilities that positions them to successfully address many of the current industry transformations, such as Meaningful Use criteria in the American Recovery and Reinvestment Act, claims attachments for the Health Insurance Portability and Accountability Act, pay for performance, and government quality reporting programs.

From deploying hundreds of devices and integrating a robust network across our campuses, to bringing our organization together on a single electronic medical record, the Circle Health Information Systems team has worked tirelessly to ensure we have the technological infrastructure needed to deliver on our promise of Complete connected care to our community.

Joseph A. White
Community Benefit

Lowell General Hospital continually strives to improve the health and wellness of our community with bold initiatives aimed at providing ongoing chronic disease prevention and maintenance programs and increasing education on mental health and stress. Lowell General Hospital also funds and promotes programs targeting substance abuse. In 2013, Community Benefit programs totaled $3,391,290, a testament to our commitment to enhancing the health of the community we serve.

Community benefit and community service programs continue to help the hospital achieve goals each year through a combination of community screenings, classes, and programs. Key accomplishments of 2013 include:

Chronic Disease Prevention and Management Programs
Lowell General Hospital has continued to focus on the prevention and management of chronic diseases over the past three years. In 2013, we increased the number of participants in classes and risk screenings by more than 80 percent. Some of our most effective community programs include: blood pressure and cardiovascular risk screenings; CPR, AED, and First Aid Combo classes; My Life, My Health: Chronic Disease Management, and our annual Get Heart Smart health fair.

Addressing the Need for Mental Health and Stress Education
Over the last two years, the Greater Lowell community has shown an increased need for mental health and stress education programs. In 2013, the number of participants in our stress management programs steadily increased by more than 45 percent. Some of the programs offered were Acupressure for Stress Management, Strategies for Anxiety Management, Anger Management, Zentangle®, and Let’s Meditate.

Lowell General Hospital recently hosted a Behavioral Health Roundtable sponsored by the Greater Lowell Health Alliance, State Representative Thomas Golden, and local, regional and state leaders. The discussion was focused on addressing the mental health and substance abuse crises in Greater Lowell and how we can work together to resolve the critical issues in our communities.

Targeting Substance Abuse
The City of Lowell, as well as many other surrounding cities and towns of Greater Lowell, has seen a significant rise in substance abuse. Lowell General Hospital is determined to help raise awareness about substance abuse and prevention efforts. In 2013, we reached all of our goals—offering four substance abuse prevention and education programs, increasing the number of participants by more than 30 percent, and providing innovative grant funding to Bellerica Public Schools.

Fulfilling Our Commitment to Community Health Improvement
In partnership with the Greater Lowell Health Alliance and the University of Massachusetts Lowell, we completed the 2013 Community Health Needs Assessment. In addition, Lowell General Hospital has sustained active participation in various collaborative and capacity building events, coalitions and task forces, such as the Lowell Youth Development Collaborative, Maternal & Child Health Task Force, Middlesex Community College Wellness Expo, and the Lowell Food Security Coalition. With more than 500 hours donated annually, our staff continue to show their dedication to improving the overall health of our community.

For 2014, we seek to:
• Offer chronic disease management programs to a diverse population within the community.
• Collaborate with local organizations to provide substance abuse prevention and education programs in the community.
• Increase the number of mental health prevention and education programs targeting at-risk youth.
• Provide workforce development opportunities for high school and college students in our local community.

To learn more about Lowell General Hospital’s Community Benefit Program, visit www.lowellgeneral.org/communitybenefitreport
Lowell General Hospital Leadership

Corporators

Don Adie
Donald C. Agostinelli, MD
Murat A. Anamur, MD
Kenneth S. Ansins
Arthur C. Anton, Jr.
Stella M. Athanasoula
Peter J. Aucella
Deborah A. Belanger
Beverly A. Bennett
David J. Berman, MD
Michael Bralower, MD
Kevin P. Broderick, Atty.
Janet M. Bruno
Paul M. Burke, Jr., MD
Richard P. Burkinshaw
Jeffrey M. Byrne, MD
Kevin T. Campbell
Jose M. Carrion, MD
Linda Carson
James E. Carter
Judith K. Carven
James M. Cassin
Lynn Le Maire Chapat
John P. Chemaly
Fililsa Vess Chigas
Mark S. Cochran
Tracey Wallace Cody
Matthew Coggins
Christopher H. Colecchi
James F. Conway
Michael G. Conway
James J. Cook
Laura J. Costello
M. Patricia Crane
Michael Creasey
Aldo Crugnola, Sc.D.
David T. Daly
G. Michael Demarais*
Arthur T. Demoulas
Gurunaj Deshpande
Edward K. Dick
Mark E. Dionne
Maureen Dipalma
John C. Donohoe, Jr.
Ellen M. Donovan
Kay M. Doyle, PhD
Effe Poulakos Dragon
John J. Droscher, Jr., MD
Michael P. Dubuque
Peter Dulchinos
Carol S. Duncan
Ryan C. Dunn
George C. Eladis, Jr.
Robert Fardin
D. Gregory Felch, MD
Vincent R. Ferrara
Marshall L. Field
B. Jay Finnegan
Mary Ellen Fitzpatrick
Thomas O. Fitzpatrick, MD
Terry Flahive
Jerald H. Fleshman, DPM
Alan D. Fletcher
Robert T. Flynn
Karen Fortune, MD
Janet Frawley
Karen Frederick
Aiden G. Gagnon, MD
Michael W. Gallagher, Atty
Marc P. Gendreau
James E. Geraghty
Samuel D. Gerber, MD
Maureen R. Gervais
Nasim Ghaffar, MD
Carol Gilchrist
Mark G. Gilchrist, MD
Bernard E. Gilet
William J. Gilet, Jr.
Robert P. Gregoire
John J. Haley
James A. Hall
Paul A. Hardy, Jr.
John P. Harrington
Lawrence Hessman, MD
Malena S. Hughes
Henrick R. Johnson, Jr.
Lawrence P. Johnson, MD
Steven Joncas
Richard C. Jumpp
Roland R. Kelley
Alan T. Kent, M.
Peter M. Lally
Pauline A. Lambert
James D. Latham
Herman P. Lautmanu
Robert M. Lawlor
George B. Leahey
Curtis J. LeMay
Deborah Lemos
William Lemos
Maureen A. Lerner
Edward M. Lipman, MD
Bernard F. Lynch
Donald C. Main
Tanina Mansur
A. Justin McCarthy
Jennifer A. McKay
Robert A. McKittrick
Robert S. McKittrick
Norman D. McLoon, Jr.
Joseph M. McNamee
Donna M. Messina
Donald H. Miller, MD
William J. Moriarty*
Frances M. Morse, MD
Irving J. Newman, MD
Steve Normandin
James O'Donnell
James M. O'Hearn
Peter T. O'Hearn
Mark O'Neil
Jeanne L. Osborn
Michael Papadopoulos, Ed.D
Han Y. Park, MD
Wayne E. Paesanen, MD
Barbara Savitt Pearson
Ginger P. Pearson
Luis M. Pedrosa
James J. Pepper, MD
Kathleen M. Plath
Naomi M. Prendergast
William Quinn
Robert F. Rivers
Anthony M. Romano
Emily W. Rosenbaum
Catherine A. Ryder
Richard A. Sachs, MD
Nicholas C. Sarris
Chris A. Scott
Scott A. Sigman, MD
Neelam Sihag, MD
Lura Smith
Alan Solomon
John E. Stansfield
Mary E. Stevens
Chester J. Szablak
Elaine Zouzas Thibault
Glenn Thoene
Kevin S. Tornary, MD
Lori A. Trahan
Deborah Trul
Robert M. Wallace
David Wegman
Amy B. Werner
Jessica Wiesekquist, MD
Frank A. Wilson
Leonard A. Wilson

* This list includes those who served during FY2013. It is with much sadness that we note the passing of two of our corporators. We are grateful for their dedication to Lowell General Hospital and to the community.

AUXILIARY

President
Mary Bennett
Linda Carson
Linda Chemaly
Jan Demetriou
Joy Deschen
Sue Fauvel
Carol Gilchrist
Pauline Lambert
Paula Leavitt
Debbie Lemos
Tarina Mansur
Carrie Meikle
Karline Nabbout
Deedee O'Brien
Terry O'Connor
Priti Patel
Kathy Rhodes
Susan Rokas
Pam White
Elaine Zouzas-Thibault

Normand E. Deschene
President and Chief Executive Officer, Circle Health
Chief Executive Officer, Lowell General Hospital
Joseph A. White
President
Amy Hoey
Executive Vice President / Chief Operating Officer
Sabrina Granville
Senior Vice President / Chief Human Resources Officer
Susan Green
Senior Vice President / Chief Financial Officer
Michelle Davis
Vice President of External Affairs
Cecilia Lynch
Vice President of Patient Care Services / Chief Nurse Executive
Wayne Pasanen, MD
Vice President of Medical Staff Services
David Pickul, MD
Chief Medical Officer, Circle Health
Brian Sandager
Chief Information Officer
William Wyman
Vice President of Revenue Services

AUxILIARy to Lowell General Hospital

grateful for their dedication

of our corporators. We are

we note the passing of two

It is with much sadness that

who served during FY2013.

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## 2013 Financial Performance

### BALANCE SHEET

<table>
<thead>
<tr>
<th>Assets</th>
<th>FY13</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and equivalents</td>
<td>$57,510,221</td>
<td>$46,706,129</td>
</tr>
<tr>
<td>Investments at market value</td>
<td>78,367,578</td>
<td>76,006,852</td>
</tr>
<tr>
<td>Patient accounts receivable</td>
<td>50,964,338</td>
<td>42,904,258</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>238,715,734</td>
<td>226,878,358</td>
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<tr>
<td>Due from affiliates</td>
<td>7,646,773</td>
<td>4,643,941</td>
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<tr>
<td>Other assets</td>
<td>52,256,650</td>
<td>45,979,534</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>485,461,294</strong></td>
<td><strong>443,119,072</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and net assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$87,166,237</td>
<td>$83,208,444</td>
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<tr>
<td>Due to third parties</td>
<td>2,710,485</td>
<td>7,063,325</td>
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<tr>
<td>Due to affiliates</td>
<td>4,904,138</td>
<td>4,359,687</td>
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<tr>
<td>Long-term debt</td>
<td>174,470,379</td>
<td>156,878,650</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>46,581,908</td>
<td>58,318,402</td>
</tr>
<tr>
<td>Net assets</td>
<td>169,628,147</td>
<td>133,290,564</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>485,461,294</strong></td>
<td><strong>443,119,072</strong></td>
</tr>
</tbody>
</table>

### STATEMENT OF OPERATIONS

<table>
<thead>
<tr>
<th></th>
<th>FY13</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenues</td>
<td>$425,421,172</td>
<td>$305,219,763</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>402,297,471</td>
<td>291,950,272</td>
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<tr>
<td>Operating income</td>
<td>23,123,701</td>
<td>13,269,491</td>
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### UNCOMPENSATED CARE COSTS

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Net charity care</td>
<td>$9,947,269</td>
<td>$10,413,506</td>
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</table>

### PATIENT HIGHLIGHTS

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Patient discharges</td>
<td>23,086</td>
<td>18,062</td>
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<tr>
<td>Patient days of care provided</td>
<td>86,145</td>
<td>62,381</td>
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<tr>
<td>Average length of stay (in days)</td>
<td>3.73</td>
<td>3.45</td>
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<tr>
<td>Births</td>
<td>2,269</td>
<td>2,282</td>
</tr>
<tr>
<td>Diagnostic imaging procedures</td>
<td>250,223</td>
<td>178,654</td>
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<tr>
<td>Laboratory procedures</td>
<td>1,995,150</td>
<td>1,593,125</td>
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<tr>
<td>Surgical procedures</td>
<td>14,349</td>
<td>11,108</td>
</tr>
<tr>
<td>Radiation Therapy procedures</td>
<td>10,808</td>
<td>13,817</td>
</tr>
<tr>
<td>Emergency services</td>
<td>100,803</td>
<td>66,535</td>
</tr>
<tr>
<td>Outpatient clinic visits</td>
<td>69,055</td>
<td>42,236</td>
</tr>
</tbody>
</table>
January 1, 2013 and donations made between This list includes and have since passed away. This list includes members who served during FY2013 and have since passed away.

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We sincerely appreciate those who share our commitment to providing Complete connected care. We extend our deepest gratitude to all our donors, including many employees and medical staff, who contribute in so many ways to Lowell General Hospital.

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chosen to support this effort which will enhance the hospital’s most significant capital investment in General Hospital. The goal is to meet this milestone, for of donating $750,000 for The Legacy Fund for Lowell 2009, the Auxiliary embarked on an ambitious pledge purpose or used by the hospital as most needed. In nearly $3.6 million to Lowell General Hospital. From 1951-2013, the Auxiliary has donated programs while providing important financial support for unique items and engage in educational healthcare the opportunity to enjoy elegant social events, purchase members, the hospital and the community at large with approved by the Governing Board of the hospital. Through the welfare of Lowell General Hospital through ways Auxiliary has actively worked to promote and to advance Since its inception in 1951, the Lowell General Hospital Volunteers with a Vision for Healthcare Excellence

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 1951-2013, the Auxiliary has donated nearly $3.6 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.

Volunteers with a Vision for Healthcare Excellence

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 1951-2013, the Auxiliary has donated nearly $3.6 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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Ms. Cheryl A. Bedard
Mrs. Bertha C. Belanger
Mr. Maurice H. Bergeron
Mrs. Florence Belanko
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Thank you!

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Each year we compose lists of donors and carefully review each gift for accuracy. On rare occasions, names may be incorrectly listed or inadvertently omitted. We apologize and hope you will alert us by calling the Philanthropy Office at 978-788-7169.

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We are grateful for the tribute gifts given in honor of the following people:

Mario Cordova, MD
Mrs. Pauline A. Lambert
Lowell General Hospital Cardiology Services
Lawrence M. McCartin, MD
Mr. and Mrs. Nels A. Palm
We thank those members of our community who continue to support our efforts. Whether through generous donations of time, money or advice, we are deeply indebted to all who help us in our mission to care for others.

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