



Weeks Medical Center Annual Report 2008



A Tradition in Medicine, a Vision in Technology

2008 certainly finished with an unprecedented economic environment that has had its effect throughout the country and here in the North Country. It is comforting to know that Weeks Medical Center finished the year with the largest patient service revenue in our history. Our bottom line has grown from a deficit of almost \$400,000 in 2007 to a positive income of almost \$800,000. Our operating expenses increased at only 1.6% over 2007. Our sound fiscal policies and, most importantly, our tremendous staff deserve the credit for our current financial position.

As we close 2008, we have embarked on a new program to increase our brand and presence within the communities we serve. A new Weeks Medical Center logo has been launched and the coming months will see a new web site, more advertising, and better service communications, along with community outreach that will reinforce the unique services and qualities of Weeks Medical Center.

Our participation in the newly launched New England Alliance for Health is up and running. This will allow Weeks to join with previous members of the Dartmouth Hitchcock Alliance in a new endeavor to collaborate on shared operational needs, while continuing the excellent medical partnerships that already exist.

We've also embarked on a new and innovative collaboration with the Androscoggin Valley Hospital in Berlin and the Upper Connecticut Valley Hospital in Colebrook. Through two significant grants, we will be studying how to best deliver healthcare services in Coös County. By working together, we will be better able to serve the needs of our communities. This study will be completed by early 2009.



2008 has also seen many new faces throughout the hospital as we welcomed new physicians, nurses, physician's assistants and support personnel. This now allows many patients with health issues to be seen the same day.

We continue to build on our technology initiatives in order to bring the most advanced care possible to our patients, providing them with a level of service not usually found in our area. A new mobile PET Scan service will be starting shortly, greatly adding to our diagnostic services. This will be the only PET scanner in the North Country.

Weeks Medical Center is truly fortunate to have such a committed staff and significant group of volunteers that provide such an excellent level of care for our patients and their families. What I see every day is a group of caring and committed people coming together as a team to provide the best care available.

Weeks Medical Center is well positioned for growth in the coming years, and we all appreciate your trust and generous support.

Sincerely,

Scott Howe
Chief Executive Officer

On the cover *Busi Memorial Chapel*, was provided through a generous bequest by Miss Angelina Busi, a longtime resident of Lancaster whose family owned the original Lancaster Fruit Store. The stained glass, Seasons, was created by Dawn Bechtold.

An Award-Winning Staff

The 2008 New Hampshire Emergency Nurse of the Year

Betty Santerre has been a nursing professional for over 20 years and an outstanding member of the Weeks Medical Center emergency department staff since 2002. A recognized leader at Weeks, Betty plays an important role in emergency nurse training programs, department logistics and operations while keeping a diligent focus on patient care.

Betty epitomizes the Weeks Medical Center culture of excellence and professionalism. This recognition by her colleagues state-wide is just one more example of the quality of care provided by Weeks Medical Center.

Congratulations Betty!



2008—A Year of Innovation

Our first Pharmacy Student, Mark Mailhot, successfully completed two “modules” with Weeks and graduated from Idaho University in May with his Pharm D degree. He is currently working for Rite Aid in Lancaster and lives on Lost Nation Road with his wife, Rachael.

Michele Conners, CPhT, as a PFP “project” for Pharmacy spearheaded the complete overhaul of our crash carts and the items within them.

Pharmacy, as a member of the clinical team, helped open our first “POD” for post-surgical patients.

November 2007

Start of new Hospitalist program with **Dr. Regan**, Monday through Friday from 8 am to 5 pm.

Our single slice CT Scanner was replaced with a new **16 slice Toshiba CT scanner**.

January 2008

Rapid Response Team started—highly skilled team quickly responds to a patient’s room when there is a significant change in patient’s condition.

Margo Cliché successfully completed the University of Massachusetts Medical School Basic Skills for Working with Smokers. Margo is now our tobacco cessation specialist.

Jim Santorello, Weeks-employed Paramedic and EMS coordinator teaches courses in Management of Aggressive Behavior (MOAB) for employee safety.

A new **ADHD Clinic** started in the Lancaster Office to better diagnosis and treat this illness.

Weeks launched **Get In Shape**

Program—targeting childhood obesity.

Implemented digital radiology system (PACS) including Digital mammography.

Link to “Virtual Radiologic” to provide teleradiology services to interpret x-rays after hours.

February 2008

High Risk Fall Program started—every employee in every clinical department watching out for patient safety.

Urologist Dr. Attila Barabas joined Weeks.

The Palliative Care Team established—the multidisciplinary team consists of physicians, nurses (medical/surgical, physician offices, and home health), the hospital chaplain, and most recently, a pharmacist. The goal of this team is to develop a program to assist our patients with life-limiting illnesses to maintain an optimum quality of life.

March 2008

Centralized office appointment and registration functions to improve customer service.

Our **Hospice Memory Bears** created to help bring comfort and memories of our loved ones!

North Country Palliative Care Collaboration began and we launched our Weeks Palliative Care Committee to improve quality of life for people facing a serious, complex illness.

April 2008

Betty Santerre, ED RN successfully renewed her Certification in Emergency Nursing (CEN).

May 2008

Randall Chauvette, LPN, Adam Lagace, LPN and Anna Josselyn, LPN completed the RN program at White Mountain Community College and pass the RN board exams.

June 2008

Tammy Lazott, ED RN successfully renewed her Certification in Emergency Nursing (CEN).

Paul Duquette, Registered Diagnostic Cardiac Sonographer (RDCS) joined the Weeks team.

Two nurses spent the day with the **Palliative Care Team** at Dartmouth Hitchcock Memorial Hospital observing and learning what makes a dynamic program. This experience provided guidelines for our team to use in the development of our program.

Since that time, we have developed a process to identify patients for the program using criteria from the Center to Advance Palliative Care. The team has written policies and procedures to outline this process.

We are now involved in writing the curriculum to instruct the nursing



Installers moving the new 16 Slice Toshiba CT Scanner into its new home. This scanner replaced the single slice scanner.

staff how to use all the forms as well as “the language of palliative care.” This will give the nurses guidelines on how to talk to patients about palliative care and support them in their decision to pursue palliative care. This curriculum should be ready to roll out by February.

We will begin piloting the program, with COPD patients, as soon as the staff education is complete. Our goal is to be able to expand the program to include any/all of our patients living with chronic, life limiting disease.

August 2008

Cathy Hulse received her certification of completion for **E Clinical Works** (physician office EMR) Train the Trainer.

September 2008

Jason Beaulieu, LNA started the RN program at White Mountain Community College.

October 2008

Betty Santerre, ED RN received State of NH recognition as the **Emergency Nurse of the Year**.

Sonya Gilbert, PA-C joined the Groveton Physician Office Practice

Laboratory is surveyed and reaccredited by College of American Pathologists (CAP).

Dr. Curtis Smith joined Weeks Medical Center as second



Sonya Gilbert, PA-C
Groveton Physician Office

hospitalist. This expanded the program to seven days a week.

November 2008

Misty Gagne, Oncology RN achieved ONC certification.

Cathy Bishop and **Pam Willey** successfully completed their National Board for Certification of Hospice and Palliative Care Nursing Assistants.

Christopher Laurent, FNP joined the Whitefield Office Practice.



Dr. Curtis Smith, Hospitalist

New Weeks logo and branding initiative launched.

Home Health implemented telemonitoring in patients homes which remotely monitors patients’ vital signs and teaches disease management.

December 2008

Gwen Stewart successfully completed her Certified Dietitian Exam.

Kirt Judd joined the Weeks radiology team as a full time sonographer providing ultrasound scanning services Monday through Friday.

Dr. Josee Bourbeau joined the Lancaster Office Family Practice Team.

Dianne Ryan, ARNP joined the Lancaster Office Practice and Family Planning Team.

Weeks reported record patient services revenue and profitability.

Home Health developed a “deficiency free” survey that



Dr. Josee Bourbeau
Lancaster Office Family Practice

demonstrates the appropriate care for allowing patients to reach their highest possible function levels!

January 2009

Mobile PET Scan, first in the North Country.

New England Alliance for Health — Weeks joined with previous Dartmouth Hitchcock Alliance

members in a new initiative to collaborate on operational issues facing all member hospitals.



Christopher Laurent, FNP
Whitefield Office

Coös County Collaboration Weeks Medical Center, Androsoggin Valley Hospital and Connecticut Valley Hospital are joining together with the aid of two grants from the **Neil and Louise Tillotson Fund** and the **New Hampshire Charitable Trust** to study how to collaborate on



Diane Ryan, ARNP
Lancaster Office Family Planning Team

services and best practices with the goal of keeping access to health care affordable.

Applied Management Systems,

a health care management consulting firm, is to perform a detailed review of each hospital to determine

appropriate procedures and solutions. The study will be completed in 2009. This is the first time three critical access hospitals have worked together in this manner.

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Our main means of acquiring new equipment and undertaking projects is money made available to us through gifts to the Hospital. Such contributions allow us to pay for things that cannot be funded out of the operating revenue from patient charges.

Gifts to the Hospital, no matter how large or small, are sincerely appreciated. They can be in the form of contributions to the Annual Thanksgiving Appeal, memorial gifts, or bequests, and can be made in many forms—cash, securities, life insurance trust, life insurance policies, real estate, or other assets.

Checks should be made payable to Weeks Medical Center and sent in care of the Chief Executive Officer.

If you have securities that you wish to leave to Weeks Medical Center, please call Scott Howe, Chief Executive Officer at 603-788-5030.

For additional information, please contact Scott Howe, Chief Executive Officer, Weeks Medical Center at 603-788-5030. Scott welcomes the opportunity for confidential discussions with prospective donors or their representatives.



Weeks and the Community

Most of you know that Weeks Medical Center has been providing quality healthcare since 1919, but many aren't aware of the wide variety of services and benefits that WMC provides to the community. Here are some of the benefits:

Family Planning & Teen Clinic for young men and women that want to educate themselves or obtain confidential medical advice on anything from birth control to sexually transmitted diseases.

Bright Connections A home-based family support program targeting families with children from newborn to 18 years old. Benefits include better parenting skills, an increased understanding of proven discipline methods, connections to local resources and improved access to medical and health resources.

Weeks Oral Health Program A collaborative program aimed at improving access to quality dental care for both adults and children. In conjunction with area dentists, the program provides preventive and restorative services.

Get in Shape! An individualized program for school-aged kids who want to be more active, maintain a healthy weight, and adopt healthier

habits. This program runs 10 sessions with goals and rewards developed by a team of healthcare professionals.

Let No Woman Be Overlooked This state sponsored breast and cervical cancer screening program provides free tests for eligible women. Last year 69 women were screened through this program. Call 603-636-1101 for details.

Outreach Clinics These clinics cover a broad range of services such as cardiology, child development, ear, nose, and throat/allergy, geriatric psychiatry, oncology, pediatric cardiology, psychiatry and urology. For more details on these clinics, please call 603-788-2521.

Dare To Be You A 12-week educational program designed for families with children ages 2-5. Trained mentors provide parent education and children's activities designed to build communication and social skills and improve decision-making and problem-solving. Parents are given tips on setting limits, negotiating, punishments, and nurturing skills. Families enjoy a free healthy meal and a stipend for completing the program. To learn more, call 788-5277.



Health Education The Weeks On Wheels (WOW) van provides on-site health screenings and education programs such as blood pressure and blood sugar screenings, and HIV and sexually transmitted disease prevention initiatives with Family Planning. Our Occupational Health team also provides on-site health screenings for local companies, as well as community flu clinics. To learn more, call 788-5005 or 788-5277.

School Nurses We've provided school nurses to local districts since 1996. This means greater continuity of health care and enhanced health education for

students K-12. Nurses serve elementary schools in Lancaster, Whitefield, Jefferson, Dalton, and Bethlehem, as well as White Mountains Regional High School.

Safe Sitter Program A hands-on class that teaches boys and girls ages 11-13 how to handle emergencies when caring for children, plus the right way to do all the nuts-and-bolts tasks such as diapering and feeding. Fun sessions include role playing, interactive learning and more. Those who pass the exam receive an official course completion card. To learn more, call 788-5277.

Teens and Choices an annual day-long Teens and Choices health

conference for eighth graders from Groveton, Lancaster, Whitefield, Profile and Gilman, Vt. Workshops vary year to year but generally cover issues such as smoking, drug prevention, goal setting, internet safety, sexually transmitted diseases, and how to say "no." To learn more, call 788-5277.

Teddy Bear Clinic Each year we invite young schoolchildren into the hospital, where they're given tours of the treatment rooms and a look inside one of our local ambulances. We've found that this up-close-and-personal experience makes children less afraid when they do have to come to the hospital for treatment.

Volunteers

The doctors, nurses, staff and administration of the Weeks Medical center have one goal—a healthy community. They save lives, ease suffering, educate patients, maintain the facilities and keep track of all the details that keep a hospital running. It takes a strong team to accomplish this and the Volunteer Services Department is an integral part of that team. Last year 170 wonderful volunteers (15 of them in our Junior Program) dedicated 15,231 hours of service that made a huge difference to everyone at Weeks Medical Center. If you would like to help make a difference, contact Bethany Bellmore, Volunteer Services Manager at 603-788-5023.



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Tina Aldrich
Lucy Arizzi
Vicky Bailey
Jane Baker
Beth Ball
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*Denotes Jr. Volunteer

Statistics & Financials

For September 30, 2008 & 2007

	2008	2007
Admissions		
Total Acute Care	935	915
Swing Bed-SNF	314	270
Observation	429	413
Nursery	49	107
Patient Days		
Total Acute Care	3,779	2,943
Swing Bed-SNF	2,416	2,249
Observation	338	300
Nursery	98	216
Average Census		
Acute Care	7.60	8.10
Swing Bed	6.60	6.20
Observation	0.90	0.80
Total Average Census	15.10	15.00
Visits		
Emergency Room	7,122	7,340
Short Stay Unit	1,324	1,284
Oncology	1,187	1,292
Hospital Outpatient	18,770	19,439
Medical Center	47,336	48,698
Surgical		
Inpatient	152	135
Outpatient	957	929
Total Surgery Cases	1,109	1,064
Anesthesia Cases	786	767
Ancillary Statistics		
Clinical Lab Tests	198,318	191,059
Histology Lab Tests	4,886	4,560
Cardiology Tests	3,854	3,784
Radiology Exams	12,358	12,891
Echo Units	728	765
Physical Therapy Units	7,863	7,512
Occupational Therapy Units	19,582	18,592
Cardiac Rehab Tests	500	373
Speech Treatments	386	227
Respiratory Treatments	11,132	9,223
Home Health		
Total Visits	14,141	16,005

	2008	2007
Gross Patient Service Revenue	59,258,372	55,233,940
Less allowances	24,437,042	21,897,093
NPSR	34,821,330	33,336,847
Net Assets Released from Restrictions	85,833	9,354
Other operating revenue	1,562,145	1,394,610
Total Operating Revenue	36,469,308	34,740,811
Operating Expenses		
Salaries & wages	19,736,564	19,066,333
Health & welfare	3,686,219	4,190,311
Supplies & expenses	8,340,414	8,182,368
Depreciation & amortization	1,926,080	1,854,473
Interest	441,075	466,291
Provision for bad debt	1,580,552	1,365,587
Total Operating Expenses	35,710,904	35,125,363
Income from Operations	758,404	(384,552)
Non Operating Revenues		
Contributions	26,936	3,445
Net inv income/gains-operating fund	703,652	594,634
Unrest income from perm rest assets	32,491	33,099
Loss on disposal of assets	(18,005)	143,781
Total Nonoperating Revenue	745,074	774,959
Excess of Revenue over Expenses	1,503,478	390,407
Net assets		
Unrestricted net assets	21,613,915	21,233,713
Temp restricted net assets	400,512	400,285
Perm restricted net assets	1,517,579	1,546,221
Total Net Assets	23,532,006	23,180,219

Our Health Care Team

Anesthesia

Mark Morgan, MD
Vincent Garcia, CRNA
Larry Walker, CRNA

Cardiology

Anil Mukerjee, MD
Emil Pollak, MD

Child Development

Joseph Keenan, PhD
James McGuire, MD

Dentistry

Roy Brewster, DDS

Diabetes Education

Jessica Coy, RD, LD, CDE

Emergency Services

Jay Dege, MD
Jeffrey Johnson, MD
Mederic LeBlanc, MD
William Sargent, MD
Thomas Wells, DO
Richard Yee, Jr., MD

Family Practice

Glenn Adams, DO
Brian Beattie, MD
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Pathology

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Ernest F. Angelicola, *Jefferson*

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Rockwood Dunham, *Whitefield*

Stanley Holz, *Whitefield*

John Howell, MD, *Whitefield*

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Patrick Kelly, *Lancaster*

Patsy Pilgrim, *Littleton*

Carl Ramsdell, *Guildhall*

Ex-Officio Members

Scott Howe,
Chief Executive Officer

Wendy Muello, MD,
Medical Staff President

Honorary Members

Mary Donovan

Rebecca More

Kathy St. Onge,
Administrative Assistant

Medical Services

Weeks Medical Center offers a variety of quality medical services. We are constantly striving to improve our existing services and offer new ones.

- Cancer/Oncology Treatment
- Cardiac Services
- Ear, Nose and Throat
- Echocardiography
- Family Practice
- Gynecology
- Home Health Services
- Hospice
- Internal Medicine
- Laboratory
- Mammography
- Medical Acupuncture
- Occupational Therapy
- Occupational Health Services
- Orthopedics
- Osteopathic Medicine
- Pediatrics
- Pharmacy
- Physical Therapy
- Podiatry
- Pulmonary Function Testing
- Radiology
- Sentinel Node Biopsy
- Sterotactic Breast Biopsy
- Speech Therapy
- Surgical Services
- Urology Services

You Said It...

Comments from the latest Weeks Medical Center Survey

I would like to thank everyone at Weeks Medical Center for making my stay as comfortable as possible... and the food was great!

...always helpful, and the smiles are always there...

...was treated like I was a VIP...

...strong, individual care

...the people that work at WMC are very nice, and very professional...

...the x-ray technician was very professional, but friendly...

...the friendly atmosphere and professionalism...

...everyone was great—very friendly...

...fast and convenient, sense of urgency for our problem...

...the people were very attentive to all my needs...

...I liked how the staff was concentrating on my needs—excellent!...

...nurses and doctors caring for me—made me comfortable and out of pain!



Weeks Medical Center

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Lancaster, NH 03584
603.788.4911

Lancaster
Physicians Offices
170 Middle Street
Lancaster, NH 03584
603.788.2521
Toll Free
1.888.779.3539

Groveton
Physicians Offices
47 Church Street
Groveton, NH 03582
603.636.1101
Toll Free
1.888.880.6371

Whitefield
Physicians Offices
8 Clover Lane
Whitefield, NH 03598
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Toll Free
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Hospice
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