

*Advancing Health.
Advancing Care.*



 Winchester Hospital

2012
ANNUAL REPORT

from 1 second



The story of Baby Ava is nothing less than a miracle. During a major snow storm, Kerry Kawai collapsed at her Winchester home. æ mother of two was 26 weeks pregnant and was transported by ambulance to Winchester Hospital. æ ere she went into cardiac arrest and staff performed CPR to keep her and her unborn baby alive. æ baby, Ava, was delivered by caesarean section in the emergency department and was then taken to the hospital's special care nursery. Ava, along with her parents Kerry and Paul, returned to Winchester Hospital one year later to celebrate her first birthday with more than a hundred hospital staff members, many of whom had cared for her from the second she was born.



100 years old and an inspiration. A few weeks after Patrick Duggan was born, Winchester Hospital opened its doors to the public. æ Stoneham resident, who celebrated his 100th birthday in the spring, was the special guest at the hospital's centennial celebration this year. Duggan cut the birthday cake and the ribbon at the celebration, as the hospital marked the end of one century and the start of another with the opening of its Center for Cancer Care and Ambulatory Surgery Center.



to 100 years



Produced by: Winchester Hospital Communications and Public Affairs Department Design: Shields Design Studio
Photography: Atlantic Photo - Boston, Tom Norton, Bill Ryerson and Josh Touster Printing: Hannaford & Dumas



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Accolades

For 100 years, Winchester Hospital has been providing award-winning care. We are honored to be consistently recognized at the national level for our high-quality care and nursing excellence, and as a top employer.

HealthGrades®

For the fifth year in a row, Winchester Hospital received the Outstanding Patient Experience Award™ from HealthGrades®, the leading independent health care ratings organization, which ranks Winchester Hospital among the top 10 percent of hospitals nationwide.

Bariatric Surgery Center of Excellence

Winchester Hospital was designated as a Bariatric Surgery Center of Excellence by the Surgical Review Corporation.

Becker's Hospital Review

Winchester Hospital was named to *Becker's Hospital Review* list of 100 Great Hospitals of 2012.

Leapfrog

Winchester Hospital earned a national distinction for excellence in patient safety from Leapfrog, a prominent national health quality rating organization. The hospital received an 'A' rating, which is the highest ranking possible.

Blue Distinction Center

Winchester Hospital was designated as a Blue Distinction Center for Knee and Hip ReplacementSM by Blue Cross Blue Shield of Massachusetts.

HealthExecNews

HealthExecNews named Winchester Hospital one of the top 25 hospitals to work for in the U.S. The designation is based on work environment for employees, overall culture and previous distinctions with other rating agencies.

U.S. News & World Report

U.S. News & World Report ranked Winchester Hospital 13th in the Boston Region and 16th out of the 115 hospitals in Massachusetts.

Magnet® recognition is an honor bestowed on fewer than 7 percent of the nation's hospitals. Of approximately 390 hospitals in the United States and abroad which have earned this recognition, only eight are in Massachusetts.

For the tenth consecutive year, the hospital was named to the *Boston Business Journal's* Best Places to Work in Massachusetts list.

For the fifth consecutive year, Winchester Hospital was named to the *Boston Globe's* 100 Top Places to Work in Massachusetts in the large employer category.

Winchester Hospital received accreditation from **The Joint Commission** and was awarded a Gold Seal of Approval.

Winchester Hospital received the gold standard of accreditation for all imaging services by the **American College of Radiology**.





Paul J. Andrews
Chairman, Board
of Directors



Kevin F. Smith
President and Chief
Executive Officer,
Winchester Hospital



Richard Toran, MD
President, Medical
and Allied Healthcare
Professional Staff

Dear Colleagues,

The end of 2012 is especially meaningful because it brings to a close our first century of caring for our community. And, it marks the start of our second century of care.

This great organization was built by generations of hardworking individuals and generous supporters, each of them committed to ensuring access to health care for all community residents. Today, Winchester Hospital stands as one of the most respected and recognized community hospitals in Massachusetts with numerous regional and national accolades. Winchester Hospital at 100 is nothing short of remarkable, and was probably unimaginable for our founders a century ago.

As we look to our second century of care, we believe the best way to honor you and those who have gone before us, is by recommitting to the communities we serve. We have done that with the launch of our new brand promise – *Advancing Health. Advancing Care.*, which expresses our dedication to creating a new model of community-based health care focused on keeping area residents healthy through wellness and prevention, while ensuring the same access to high-quality medical care.

This annual report highlights some examples of how we are fulfilling this promise. We recently opened an advanced primary care practice focused on patient-centered care and prevention. Multidisciplinary cancer care, a patient-focused best practice, is offered to patients at our new cancer center, and the new ambulatory surgery center meets the ever-changing surgical needs of patients with the most advanced technologies.

We hope that you enjoy reading through the report and take great pride in what we collectively have accomplished. We thank all of you – employees, physicians and allied medical staff, volunteers, board members, corporators and loyal donors – for yet another successful year, and look forward to our continued work together.

Sincerely,

Paul J. Andrews

Kevin F. Smith

Richard Toran, MD

Success Factors

We measure the following organizational success factors: Quality and Safety, Employee Engagement, Patient Experience, Physician Alignment, and Growth and Finance. As you read more about each of these factors on the following pages, it is evident that we are proud of the outstanding care we provide. We are grateful to all members of our team for helping us achieve such notable accomplishments.

Quality and Safety

Back in 2008, Winchester Hospital's Board of Directors took on the challenge of reducing the incidence of preventable harm to our patients. The Board recognized that despite the organization's high performance and numerous quality awards, we have instances among our 600,000 annual patient encounters that, while rare, fall short of our standards and result in patient harm. By adopting the best quality and safety practices we have consistently reduced preventable harm in the following areas: inpatient falls with serious injury, select hospital-acquired infections and serious medication errors.

New in 2012 is the reduction of preventable pressure ulcers and preventable readmission of patients with a diagnosis of heart failure, heart attack and pneumonia. A pilot project launched on an inpatient unit focused on "teach-backs," where staff members ensure that patients and family members fully understand their diagnosis and what they can do to avoid hospital readmission. Based on this initial success, the new "teach-back" protocol is being introduced in 2013 on additional units.

Our goal over three years is to eliminate select serious preventable harm events. In FY2012, we had one preventable inpatient fall with serious injury, six preventable select hospital-acquired infections, one preventable serious medication error, one preventable pressure ulcer and 23 preventable readmissions. These numbers are below the 2012 targets and represent real progress.

Also in 2012, nursing, pharmacy and information systems teamed

up to install new wireless infusion pumps that would ensure safe administration of high-risk intravenous medications. The state-of-the-art technology helps to reduce the risk of medication errors through standardized dosing protocols, safety alerts and a comprehensive drug library which staff can access for the most up-to-date information available.

A study conducted on an inpatient unit found that 97 percent of all medication transactions had at least one interruption, which research has shown can lead to medication errors. The team introduced a mandatory no interruption zone whereby staff cannot be interrupted while dispensing medications. After only one month, the incidence of interruption was reduced to 53 percent. Progress continued throughout the year, as well as implementation on additional units.

Care of hospitalized diabetic patients is an ongoing priority as these patients are at high-risk for post-operative infection, stroke, heart attack and other serious infections. An interdisciplinary team came together in 2012 to develop a protocol that would standardize care of diabetic patients and it was implemented hospital-wide. Work is underway to develop a protocol for sepsis, a serious blood-stream infection that can rapidly become life-threatening.



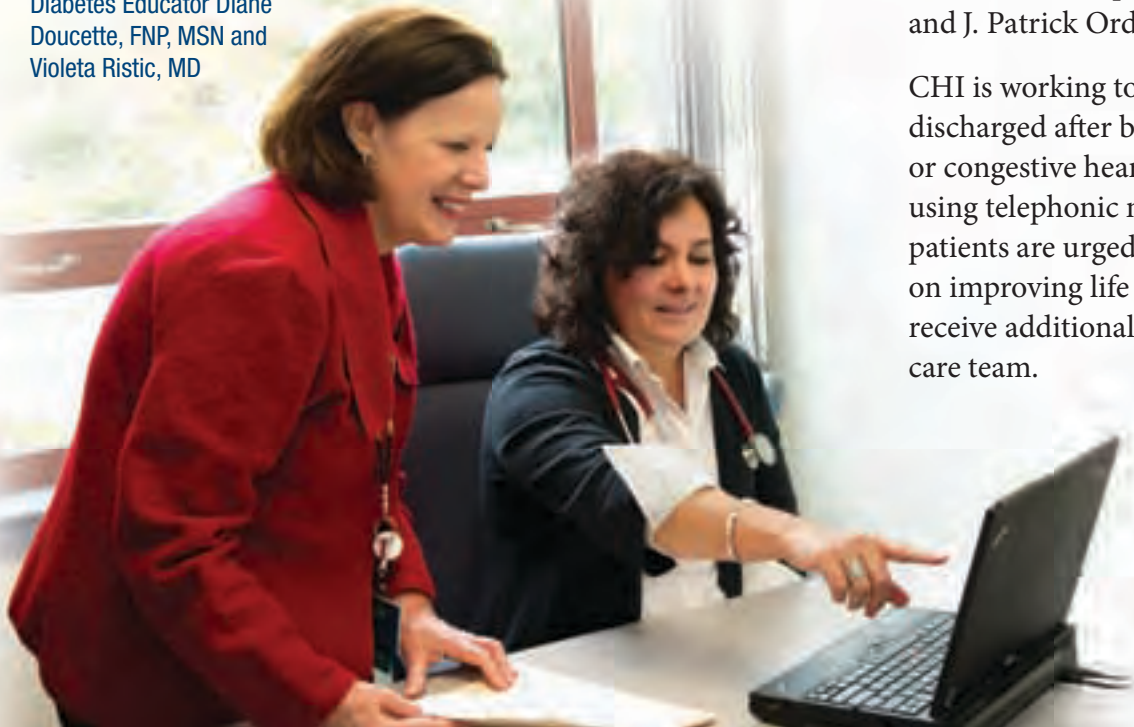
Physician Alignment

As health care slowly but surely shifts away from fee for service payments to a more global payment system whereby providers are reimbursed based on how well they maintain the health and wellness of a given population, hospital and physician collaboration is increasingly important.

The work being done at Winchester Primary Care Associates (WPCA) is evidence of how this collaboration is truly benefiting patients. An advanced primary care pilot takes keeping patients healthy and out of the hospital to a whole new level.

The pilot project includes placement of a diabetes educator from the hospital's Community Health Institute (CHI) in the WPCA practice to collaborate with clinicians and, most importantly, diabetic patients to ensure proper diabetes protocols are adhered to thus avoiding hospitalization. Patients involved in the program have experienced significant weight loss and improved blood

Left to right: Certified Diabetes Educator Diane Doucette, FNP, MSN and Violeta Ristic, MD



pressure. Continued collaboration between CHI and WPCA, as well as additional Winchester Hospital practices, is planned for 2013.

This strategic effort would not have become a reality without the support of the Winchester Physician Associates Leadership Council made up of Joel Solomon, MD, Martha McCarty, MD and J. Patrick Ordonez, MD.

CHI is working to develop improved care protocols for patients discharged after being treated for pneumonia, hypertension or congestive heart failure. Pneumonia patients are monitored using telephonic nurse instruction and support, hypertensive patients are urged to participate in nurse-led programs focused on improving life style habits and congestive heart failure patients receive additional education and support through a post-discharge care team.

Standing left to right above: Manager of Legal Processes Denise Curran, Joel Solomon, MD, Director of Physician Services Ted Sullivan, Martha McCarty, MD and Director of Physician Business Operations Catharine Robertson
Seated left to right: Mohammed Akbarian, MD and J. Patrick Ordonez, MD

Employee Engagement

Employees have spoken and once again they have placed Winchester Hospital on the *Boston Globe* and *Boston Business Journal* best places to work lists. This recognition is testament to the commitment on the part of hospital leadership to ensure an environment where employees feel empowered to be a positive force for change.

One of the best examples of the power of employee engagement is the work done to provide opportunities for staff to improve their health. The Wellness Committee, made up of representatives from many hospital areas, led the charge to create healthy food options as well as stress-reduction and fitness programs.

In addition to more healthy choices in the hospital cafeteria, the group offered Wellness Wednesday to staff interested in learning more about nutrition, HeartMath to help reduce stress, an employee fair to highlight all wellness offerings and Fitness and Fruit and Veggie Challenges that generated tremendous excitement and more importantly, better employees.

The hospital's transition to a tobacco-free campus was officially launched on November 17, 2011, the Great American Smokeout. Hospital leaders engaged staff every step of the way to help make important policy decisions and identify the best ways to assist employees who smoke. The hospital's plan to go tobacco-free has been recognized state-wide as a best practice approach to the transition.

A steadfast commitment to a safe environment for patients is demonstrated by the continued success of our flu immunization program for physicians and employees. Hospital leaders set a goal of an 83 percent vaccination rate for 2012 (we achieved 79 percent in 2011) and were thrilled when we reached an all-time high of 93 percent.

Our efforts to create a culture of performance improvement gained momentum in 2012 with the certification of eight Greenbelts bringing the total to 13. Greenbelts are specially trained staff who analyze and solve quality problems using Lean Six Sigma tools and processes. Hospital Greenbelts have been involved in multiple improvement projects relating to the care of inpatients. Specific processes that were analyzed and improved include the assessment of patients for admission and the discharge of patients.

Supporting an overarching goal of engaging staff to achieve organizational success, the hospital launched a new employee portal, or intranet, in 2012. The site offers navigation and architecture that is more user-friendly. Search functionality is a key feature so that staff can quickly find policies and other job-critical information. Employees also have quick access to the latest hospital news, calendar of events and cafeteria menu choices.



Patient Experience

At the heart of everything we do are our patients. And that is why for the fifth consecutive year Winchester Hospital has been recognized with the Outstanding Patient Experience Award™ from HealthGrades® – a national and highly respected health care rating organization.

An effort that quite likely had the biggest impact on the patient experience this year was the emergency department throughput initiative. A multidisciplinary team of hospital employees and physicians came together to look at the patient care process from the time a patient enters the emergency department through discharge. The team eliminated redundant steps and streamlined the entire process. As a result of this work, patient satisfaction scores increased significantly and the amount of time it takes to get a patient in to see the doctor was reduced by more than half. Given that we treat nearly 60,000 patients per year in our emergency department, the impact of this work is far reaching.

A new leadership team at the Walk-In Urgent Care (WIUC) Center at the Family Medical Center in Wilmington has made the patient experience a priority as well. This team focused on improving the patient experience by changing patient flow processes and systems, and improvement is exactly what they achieved.

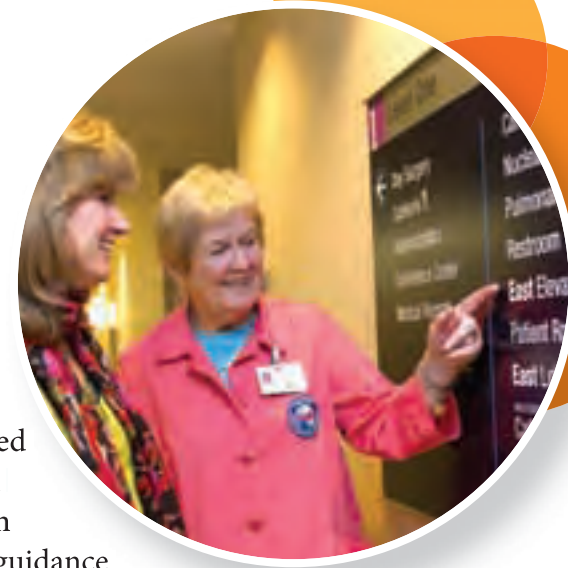
Patient satisfaction scores have increased significantly and staff members are more satisfied with their work environment.



Another team has been focused on developing a new wayfinding system that will help patients and visitors navigate easily throughout the main campus. All signage inside and outside is being updated and will be consistent with the hospital's new brand. In addition, based on expert guidance and best practice, we introduced new names for the entrances – the Highland Ave. entrance has become the East Entrance and the Emergency Department/Fairmount St. entrance has become the West Entrance.

Winchester Hospital continues to seek input from patients as we strive to be the best we can be. The Patient Family Advisory Council was formed in 2011 and has continued to make progress in 2012. The group has offered important feedback relating to key hospital initiatives such as patient experience efforts. In addition, a member of the council was appointed to the hospital's patient safety committee.

Through a partnership with the Hospice of the North Shore and Greater Boston, Winchester Hospital now offers hospice and palliative care services to inpatients. Hospice services include quality compassionate care for people facing a life-limiting illness and palliative care services ensure pain and symptom management for people living with chronic conditions.





Sylvia Beaulieu only wanted one thing – to make it to her son's wedding.

She had been in and out of Winchester Hospital since 2007 and a patient six times this year alone before passing away on Oct. 6.

But her final wish was to make it to her son's wedding day on Sep. 15. She had placed her wedding dress in her kitchen so she could be reminded of what she was living for.

On the Friday before the wedding, Sylvia was told she had 24 to 48 hours to live. So Winchester Hospital nurses Desiree Letellier, RN and Krista Callan, RN offered to accompany Sylvia to the wedding. Her hair, make up and nails were done by many of the nursing staff and she took an ambulance to the church.

"Once she saw hers on," Letellier said, "I saw a smile on her face that I hadn't seen before. For her to attend the wedding was unbelievable."



Winchester Hospital nurses Krista Callan, RN and Desiree Letellier, RN at the wedding with patient Sylvia Beaulieu (middle)



Growth and Finance

On May 8, Winchester Hospital celebrated its centennial and the launch of its second century of care with the grand opening of the 620 Washington St. campus in Winchester, featuring the Center for Cancer Care and the new state-of-the-art Ambulatory Surgery Center. The new Ambulatory Surgery Center, which just opened this past summer, will greatly relieve pressure on hospital operating rooms and allow for faster, more convenient scheduling of outpatient procedures.

The Center for Cancer Care, which opened in 2011, launched the Multidisciplinary Thoracic Oncology Program this past year for lung cancer patients. Thoracic surgeons, oncologists, pathologists, pulmonologists, radiologists, radiation oncologists, social workers, nursing staff, dieticians and our nurse navigator, participate in patient-focused collaboration to determine the best approach to treatment. The goal is to provide a patient-centric approach, delivering and coordinating the best care possible for lung cancer patients, similar to how we care for patients with breast and head and neck cancers.

Leading-edge wound care is now available at Winchester Hospital's Wound Healing and Hyperbaric Center, located in Medford, where patients living with the pain and limitations of chronic or non-healing wounds can find relief. The Center treats patients with conditions like diabetic ulcers, chronic bone infections and radiation tissue damage. Patients are placed in a pressurized chamber where they breathe pure oxygen thereby improving the body's healing capabilities.

A new public website was launched in August of 2012. The site features improved architecture that is cleaner and simpler,

Winchester Hospital spent its 100th birthday celebrating with the community. We wanted to know "Where are those Winchester Hospital Babies Now?" and heard numerous stories from those who began their lives here. We also had students from nine area schools develop projects relating to how health care has evolved over the past century. And to commemorate the hospital's advancement from one century to the next, local students constructed a time capsule highlighting our achievements over the last 100 years. The capsule is currently showcased at the Ambulatory Surgery Center and will be opened at the close of our second century of care.

allowing for easier navigation and an improved user experience. *See related story on next page.*

We also had another successful year recruiting new physicians to our medical staff. Each year, primary care physicians and specialists who trained at some of the best medical schools in the country choose Winchester Hospital to practice medicine. A key highlight of the year was the decision of Woburn Medical Associates (WMA) to join Winchester Physician Associates. WMA is a primary care practice with deep roots in the community and is the largest such practice in Woburn and Wilmington. There were a total of 88 new physicians added to the medical staff this fiscal year.

We are pleased to report that Winchester Healthcare Management, Inc. achieved its operating margin target for 2012. Additionally, we celebrated the completion of the organization's most aggressive capital campaign ever, surpassing the goal of \$10 million. The funds raised are designated for the new Center for Cancer Care and Ambulatory Surgery Center at 620 Washington St., as well as operating room and inpatient enhancements at the main campus.

Our New Website



“ We are thrilled with our new public website. It provides an outstanding user experience and a look and feel consistent with our new brand promise, Advancing Health. Advancing Care. ”

– Mary Sweeney, vice president of strategic planning, business development and communications

Advancing the Online Experience

The smart design of the new Winchester Hospital website reflects our new, progressive brand promise, *Advancing Health. Advancing Care.* The use of bright, bold colors, high-quality photography and clean, crisp content is advanced, yet inviting.

Extensive research was conducted with patients and consumers to develop a site structure that would enable the most user-friendly experience. The site provides users with a wealth of information about hospital services, health conditions and treatments, all organized in a way that allows for easy, quick access.

Users also can easily find all hospital locations and directions, including phone numbers, addresses and hours of operation on their computer or mobile device. Members of the community who are interested in joining one of the many classes at Winchester Hospital can now sign up online and patients also have the ability to pay their bills online.

By providing an outstanding online experience, we expect to deepen the relationship that we have with our existing patients and expose new consumers to the tremendous breadth and depth of health care services that Winchester Hospital offers.

Ambulatory Surgery Center Opens with a Focus on the Patient Experience

Accolades are pouring in. Patients, physicians, medical staff and visitors are thrilled with Winchester Hospital's new Ambulatory Surgery Center, which opened on schedule on July 16, 2012. This Center underscores Winchester Hospital's commitment to advancing the health and care of the communities we serve.

Designed to improve the patient experience, the setting is beautiful, rooms are comfortable, the technology is cutting-edge, waiting time is minimal and parking is plentiful.

"We are able to provide all the services these patients need – including pre-op, surgery and post-op – in a single location," said James DeVellis, MD, chief of orthopedic surgery. "It's more efficient for the physicians and more comfortable for the patients."

This 31,200-square foot facility is designed to provide comprehensive outpatient surgical services to more than 3,500 individuals annually. Located adjacent to the hospital's Center for Cancer Care at 620 Washington Street, the Ambulatory

Surgery Center features four state-of-the-art operating rooms designed specifically for the following types of outpatient surgery: orthopedic, hand, podiatry, gynecology, urology and ear, nose and throat. The surgical center also has 18 bays for pre-op and post-op recovery.

"We've made every effort for this to be a better experience for patients and physicians," said Mary Sweeney, vice president of planning, business development and communications. "It is a first-class facility. We worked with physician advisors to think through patient flow to ensure an optimal patient experience. The atmosphere is warm, and the recovery areas are bright and sunny."

An important aspect of the planning stage focused on the operating rooms. As the Center was being built, a mock operating room was constructed in a warehouse. Input from the nursing and medical staff, surgeons and anesthesiologists helped ensure that the operating rooms would be safe, efficient and patient-centric.

Richard Weiner, MD, medical director of surgical services and director of medical affairs, explained that the mock operating room "helped us know how to orient the beds, lights, equipment, shelves, cabinets and desks." He also mentioned "little things," such as providing power to equipment using overhead devices to avoid the use of cords on the floor, and mobile documentation tables allowing nurses to move and write while keeping a close eye on the patient.



Keith Long, MD,
medical director of the
Ambulatory Surgery Center

Keith Long, MD, medical director of the Ambulatory Surgery Center, said the surgeons have reported that morale is upbeat and positive. “It is great to have a nice, big facility that we can grow into.”

The Center is, in fact, designed to allow Winchester Hospital to meet the growing need for services. Currently, three of the four operating rooms are up and running; the fourth room is slated to open after the first of the year. “Volume is ramping up,” Mary Sweeney explained. “If it is as successful as we think it will be, we have the flexibility to add two more operating suites. But that,” she said, “is long-term.”

In the short-term, however, the new facility is not just meeting expectations but exceeding them. It has relieved scheduling pressures on the surgical center at the main campus at 41 Highland Avenue.

Another plus is that those patients undergoing day surgery aren’t going into the hospital. This can have an extremely positive effect.

“There is something nerve wracking about hospitals. Even if you know it’s for an outpatient procedure, when you go to the hospital there is a sense that you are sick,” Mary Moloney, director of surgical services noted. “But in the Ambulatory Surgery Center, patients don’t feel that same anxiety. They have more of a sense of being well.”

Part of that sense of well-being is fostered by the soothing atmosphere that is characteristic of the new Center. An art consultant was engaged to help select designs that would promote a calming effect, and it all seems to be working according to plan.

“The feedback we’re getting is overwhelmingly positive,” said Dr. Long. “The place is beautiful.”



Dr. Richard Weiner, medical director of surgical services and director of medical affairs and Mary Moloney, RN, director of surgical services

Hyperbaric Oxygen Therapy Delivers Hope and Help

Hyperbaric oxygen treatment (HBOT), the most advanced wound care treatment, is now provided at Winchester Hospital's Wound Healing and Hyperbaric Center in Medford for patients with conditions such as diabetic ulcers, chronic bone infections and radiation tissue damage.

"Since the Wound Healing and Hyperbaric Center (WHHC) was established in 1999, there was the desire to add HBOT as an adjunct therapy," said Kathy Schuler, chief nursing officer and vice president of patient care services. "The number of people who would benefit has grown. We are really happy to be able to offer this."

"We've seen outstanding results," noted William Breckwoldt, MD, chief of vascular surgery and medical director of the WHHC. "People with wounds that wouldn't heal for a couple of years have healed in four to six weeks."



Patients lie in a pressurized chamber and breathe 100 percent pure oxygen. The increased concentration of oxygen in the bloodstream is delivered to the wound site, promoting healing from the inside out. This state-of-the-art treatment helps reduce swelling, fight infection and builds new blood vessels.

Gail Forthoffer, nurse manager of the WHHC, is encouraged by the positive results, particularly with radiation-related wounds and bone infections. "Some patients have experienced improvement in chronic pain and other related symptoms," she said.

"People come in on crutches, in wheelchairs or wearing protective boots. Their wounds can be pretty serious, risking infection and affecting how they function," said Joanne Grega, administrative director of the WHHC. "This proven modality has tangible, measurable results. It is incredible to see."

Beverly McHatton was one of the first two patients to undergo hyperbaric oxygen treatment at the Center.

Suffering from a leg wound that wouldn't heal due to a chronic bone infection, the North Reading resident met with Dr. Breckwoldt, who suggested the treatment. "I never had a problem being in the chamber," Mrs. McHatton said. "I wasn't nervous at all. The nurses were excellent. Dr. Breckwoldt was fabulous and saw everything through. It was a very positive experience."

"It is a significant commitment for patients," Dr. Breckwoldt added, requiring up to two hours a day in the chamber, five days a week for four to six weeks. "It's heartening to see people heal. We are really excited about this. The Wound Healing and Hyperbaric Center is a vital part of the hospital and the community."

Barbara Cleary, RN prepares patient Beverly McHatton for her treatment in the oxygen chamber at the Wound Healing and Hyperbaric Center.

Multidisciplinary Thoracic Oncology Program: A Team Approach to Patient Care

Winchester Hospital's Multidisciplinary Thoracic Oncology Program, at the hospital's new Center for Cancer Care, provides a patient-centric collaborative approach. Because so many individuals are involved in treatment – surgeons, oncologists, radiation oncologists, pathologists, nurses, primary care physicians, social workers, therapists and dieticians for example – this team approach makes sense. “There are multiple people who have to focus on patient care,” explained Oncologist Nancy Chun, MD. “With the new Center, we can all get together and talk about what needs to be done.

“The physicians meet regularly and formulate an individual plan for every patient. We all review what the best approach is for each person. It's all about delivering and coordinating quality care for patients.”

“This is a comprehensive community cancer center where everything is integrated at one place for the patient,” said Arlan Fuller, Jr., MD, clinical vice president for the integration of oncology services and academic affiliations. “If necessary, we can add nutritional counseling or speech therapy for a patient. And because treatments have side effects, there are things we can do for our patients here such as acupuncture and massage that can make the side effects less troublesome...and it's all together in one place.”



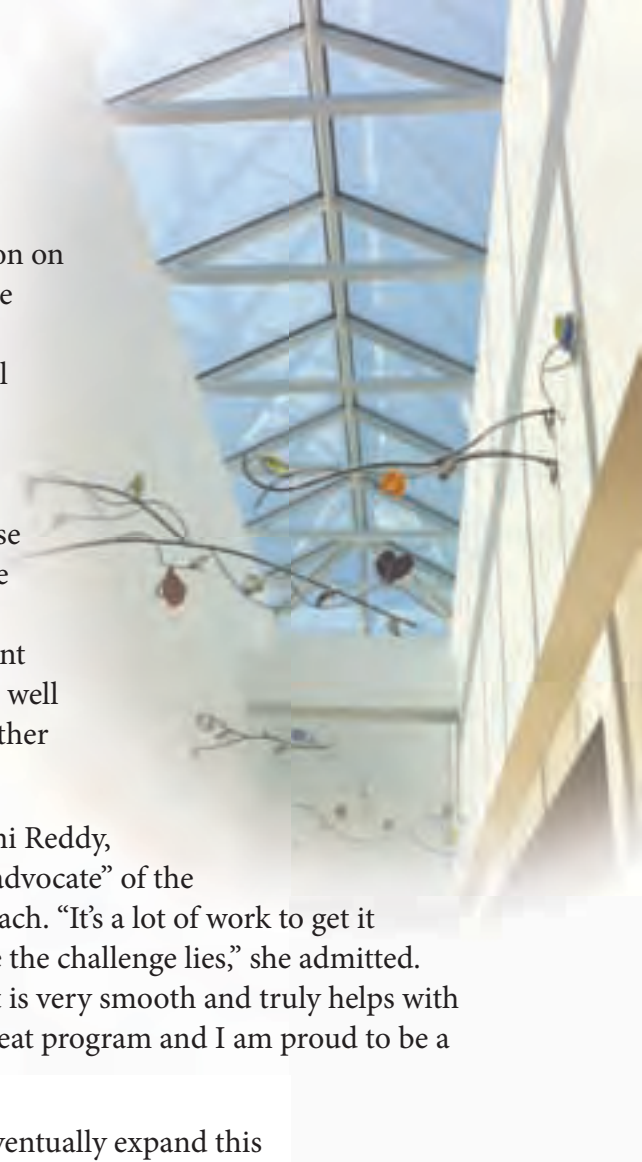
A key ingredient of the multidisciplinary approach is the nurse navigator who coordinates care, guides patients through the maze of appointments and has the

Thoracic Surgeon Shalini Reddy, MD
with one of her patients

most current information on a patient's progress. “The primary care physician can place one phone call to the nurse navigator and get all the updated information,” Dr. Chun added. “Having the nurse navigator coordinate the patient's care makes it convenient for the patient and his or her family, as well as for the doctors and other hospital staff.”

Thoracic Surgeon Shalini Reddy, MD calls herself “a big advocate” of the multidisciplinary approach. “It's a lot of work to get it established; that's where the challenge lies,” she admitted. “But once it is started, it is very smooth and truly helps with patient care. This is a great program and I am proud to be a part of it.”

The hospital hopes to eventually expand this multidisciplinary approach to care for patients with other forms of cancer too. “It is good for patients and for doctors. The patients don't have to go to different places for different treatments. They can stay local, which is a big consideration. For doctors, it is convenient and we are able to utilize our time more efficiently. There is no question about it,” Dr. Reddy added, “it is a win-win.”



Advanced Primary Care In Your Community

Advanced primary care, or patient-centered medical home, focuses on three key aspects of care: early detection and prevention; better coordination of patients transitioning from the hospital to home; and management of high-risk populations with chronic care diagnoses, such as hypertension, chronic obstructive pulmonary disease and diabetes.

“Patient-centered medical home is a way of providing maximum care for patients with chronic illness,” said Joel Solomon, MD, Winchester Physician Associates (WPA) board member and Leadership Council member. “We are helping guide patients along the path to obtaining better care and better results. It is the preferred model of the future, designed to enhance the patient experience, improve the health of the population, and reduce health care costs.”

Two years ago, WPA created an Advanced Primary Care team to design a patient-centric practice at Winchester Primary Care Associates (WPCA). In January, WPCA added a new program aimed at helping patients with diabetes, a high-risk chronic condition. Diabetes can cause additional health problems and produce serious complications, often resulting in frequent hospital readmissions and visits to emergency rooms and/or walk-in clinics. As a way to remedy this pattern, Winchester Hospital expanded its chronic care management efforts to focus on diabetes.

Diane Doucette, MSN, a family nurse practitioner and certified diabetes educator, primarily sees adult Type 1 and Type 2 diabetes patients at two Winchester Hospital locations, Baldwin Park in Woburn and the Diabetes Center in Medford. This past year, she began seeing patients at the WPCA office four hours a week.

“Diabetes affects everything within the body,” Diane explained. “I try to educate people about the diabetes disease process and resulting complications. I offer nutritional counseling, weight loss strategies, how to check blood sugar and inject insulin. Mostly, I try to work with individuals to develop strategies to manage diabetes, which really is a self-managed disease. It is all lifestyle behavior.”

Left to right: Diane Doucette, FNP, MSN, CDE, with patient Robert Dowling and his primary care physician Joshua Sheehan, MD



Over the years, Diane has used “motivational interviewing,” whereby patients come up with their own strategies. “Instead of telling people what they should do or need to do, I ask them how they think they can lose weight or add more physical activity and how they can find ways to make sure they’re taking their medications. It doesn’t work to have me tell people what to do. They tune you out.”

Then, she said, rather than just “dumping information on patients and leaving them alone,” she follows a team approach by working closely with the nurse care manager and physicians to ensure more frequent follow-ups through phone calls and visits. “The WPCA office and staff are wonderful,” Diane notes. “They are open, welcoming and receptive.”

She also uses “teach-backs” as a way of soliciting feedback from the patient about something she has taught. For example, she notes, “I might ask ‘How much insulin are you going to take?’ Having the patient verbalize back to me what they are going to do when they get home informs me that they understand my teaching.”

Early reports are encouraging. “We are making headway,” Diane explained, “and are seeing good outcomes for the first quarter.” Of the total patients seen (from 1/25 - 5/30), the average patient glucose level dropped by 11 percent, 85 percent of the patients have lost between 1-23 pounds, and 56 percent have experienced improved blood pressure readings.

“These are little changes but we have seen progress slowly but surely. To have the numbers going down is very positive. It’s important that it continues because diabetes affects everything

within the body.

Sustaining the success is the challenge.” Robert Dowling of Woburn is one of the success stories.

Diagnosed with diabetes 14 years ago and with a family history of the disease, the Winchester Primary Care Associates’ patient knew what he should be doing. Like many of us, he needed “constant reinforcement and someone,” he said, “to keep him on track.” That someone is Diane Doucette.

“I call Diane my advisor,” said Robert. “I see her every three months and that keeps me accountable. I am not a very good patient on my own. She keeps her thumb on me.

“We talk a lot about diet and nutrition. I am careful with sugar, and have learned about eating more protein and fewer carbohydrates as well as how to control my portions. I’ve lost about five pounds but know that I need guidance to continue to lose weight. I’m retired. Having the extra time plus going out to eat more can get me in trouble,” he laughed.

Since being involved in the diabetes management program, Robert’s blood sugar levels have dropped from a dangerously high level to a safe, normal level.

“I am ecstatic about my numbers and that makes me want to try harder,” Robert said, “so it’s really helpful to see Diane. She really cares. I am lucky to have her.”

Foundation

Winchester Hospital was founded through a tradition of personal generosity and the leadership of dedicated individuals. To this day, its accolades and accomplishments are dramatically strengthened through inspiring philanthropy.

This year, patients, physicians and staff of Winchester Hospital celebrated 100 years of caring for the communities we serve. We also celebrated the results of *Our 2nd Century Campaign* having successfully met our goal of raising \$10 million. In this 1st year of our second century, we are proud of the new state-of-the-art facilities that you have helped us build.



Left to right: *Our 2nd Century Campaign* Co-chairs Jack and Peggy Roll, Winchester Hospital Foundation Vice President Maribeth Canning and Winchester Hospital Foundation Chair Deborah R. McDonough

The campaign was designed to support three critical investments: construction of a new Center for Cancer Care and Ambulatory Surgery Center at our 620 Washington Street campus and renovations at the hospital. It is gratifying and humbling that hundreds of gifts from individuals and organizations have supported our effort to advance care for patients with cancer, who require surgery and those who need inpatient care. The thoughtful investments made during the campaign have demonstrated an unprecedented commitment to our mission: To Care. To Heal. To Excel. In Service to Our Community.

Throughout the campaign we were privileged to hear the stories of friends who were motivated to make a donation and become involved. We were entrusted with deeply personal and moving testimony from individuals who had been treated with dignity by our physicians and nurses during a vulnerable time and decided that now was the perfect opportunity to express their gratitude. On behalf of the patients whose lives we are fortunate to touch, let us offer our heartfelt thanks. For 100 years, people have looked to Winchester Hospital for care and comfort. Meeting our campaign goal ensures that our children and grandchildren can continue to rely on Winchester Hospital's commitment to advancing the health of those closest to us.

Deborah R. McDonough, Chair
Winchester Hospital Foundation

Maribeth Canning, Vice President
Winchester Hospital Foundation

Jack and Peggy Roll, Co-chairs
Our 2nd Century Campaign

Philanthropist Of The Year: Bill McCall – Giving Circles

Being there when we needed it most. Bill McCall credits Winchester Hospital with doing just that. “Over 15 years, my wife’s health condition necessitated multiple 911 calls. The emergency care she received at Winchester Hospital time and again is what made the difference and gave us so many more years together. We came away with a wonderful feeling about the capabilities of our community hospital.” Sadly, Jean passed away on July 21, 2012.

Over the years, Bill and Jean had made generous gifts to Winchester Hospital in appreciation of the skilled care she had received there. “We were truly happy to contribute to Winchester Hospital. I knew from our personal experiences that the care at Winchester Hospital was, in a word, compassionate.” Evidently, that word spread through the family: Bill’s children chose Winchester Hospital for the births of three of his grandchildren. Bill laughs as he relates a tale of his own use of the Emergency Department (ED) after accidentally stepping on a sleeping cat in a dark doorway. “I leapt even higher than the cat, breaking a bone in my foot on the way down,” he recounts and continues, “The ED doctor really listened to me. Understanding my lifestyle demands, he found a way for me to recover without a cast.”

As President and Principal of McCall and Almy, Bill knows the value of a corporate culture which fosters teamwork and collaboration. And from firsthand experience as a former Winchester Hospital board member, Bill has seen such a culture secure Winchester Hospital’s status as one of the finest community hospitals in the nation. Bill explains, “Winchester Hospital is a marvelous asset to our community. What we can’t forget is that it needs our financial support to ensure its growth and continued top rankings. It has been around for 100 years, and I want to keep it going for another 100 years.”

Recalling his personal contact with the hospital, Bill says, “Anytime I had to dial 911, I was confident that high-quality care was in close proximity to us.” Bill believes, “Anyone having to make that call for a loved one should be confident that the best help is close by. Winchester Hospital answered the call for us, and the McCall family will always answer the call for them. Jean and I wanted this hospital to be here for others: our friends, our neighbors, our grandchildren. Supporting Winchester Hospital is both a responsibility and an honor.”

“

The relationship is mutual. Bill McCall has been a dedicated friend not only philanthropically but as a trusted advisor and source of encouragement. Winchester Hospital is truly privileged to have the loyalty of individuals like Bill McCall.

”

– Winchester Physician Associates, Inc. President Dale Lodge

Bill McCall and his late wife Jean



Philanthropist Of The Year: Bonnell Ford – *Business Partner*

This year, Winchester Hospital celebrated 100 years of service; two years ago, Bonnell Ford motored past its own milestone of 85 years of service. Both organizations have stood the test of time, committed to the community. Ralph Bonnell, Sr. founded the dealership in 1925 on the principles of no gimmicks and personal, small-town service. And while these business values endure today – ensuring Bonnell Ford’s continuing success, they were not Ralph Sr.’s only legacy.

Steven Bonnell, current president of Bonnell Ford, credits his grandfather with initiating a tradition of leadership in the community. Steven notes, “He was a great role model for my father, uncle and the rest of our big family. With Rotary back in the 1940s, he helped lead a campaign to expand the hospital.” As Ralph Sr. built up his family business, he also laid a foundation for community involvement.



Left to right: Ralph H. Bonnell, Jr., Bruce Bonnell, Curtis D. Bonnell and Steven C. Bonnell

Reminiscing about all the Bonnell children born at Winchester Hospital over the generations, Steven points out, “We had so many connections to the hospital and doctors (such as James F. McDonough, MD) that it was just natural to answer the request for support. Through the years, we have been honored to lend a hand with building campaigns, *Big Steps for Little People*, The Winton Club Cabaret, hole-in-one cars for the James F. McDonough, MD Golf Classic and the annual Gala.” Steven described being in a Winchester Hospital elevator as a youngster and seeing a plaque recognizing his family’s support. He recalled, “It made a big impression on me. The Bonnell family’s commitment to Winchester Hospital was ingrained at an early age. It gets into your soul.”

Most recently, the Bonnell family made a generous gift to the Center for Cancer Care. Very shortly thereafter, a family member needed care there. Steven says, “We cannot say enough about the advanced, compassionate care and the excellent programs. We felt as if an angel had directed us here.”

Long ago, the Bonnell family made a commitment to community and to personal, small-town service. Steven says those values match Winchester Hospital’s patient-centered philosophy. “There are Bonnell family members here on the floor every day – and there will be more to come. Already, my 4-year-old twins can name every car on the lot,” Steven relates with parental pride and continues, “We are a grass roots organization, not a distant conglomerate. That is what I like about this community hospital. If you need anything, Winchester Hospital is there for you.”

For generations the Bonnell family has passed down a tradition of giving, which is at the very core of what makes Winchester Hospital’s history so personal. We are fortunate to have relationships so deeply ingrained in the community.

– Winchester Hospital President and CEO Kevin Smith

Philanthropist Of The Year: Dr. Arlan Fuller – Physician

Over the last few decades, cancer treatment has evolved from an immediate discovery of a tumor mass and radical surgery or radiation therapy to a sophisticated process of screening, diagnosis, multidisciplinary treatment and monitoring in survivorship. Almost 50 years ago, Dr. Arlan Fuller was a teenager in Melrose when his mother was diagnosed with breast cancer. This diagnosis was both frightening and devastating to his mother and the entire family who faced this disease with little support outside his family.

After 21 years at Massachusetts General Hospital as chief of gynecologic oncology, he saw the opportunity to return to his hometown of Winchester and help expand the cancer program with the development of the Winchester Hospital Center for Cancer Care at 620 Washington Street. A world-renowned surgeon, Dr. Fuller's desire to bring the best of contemporary cancer care to the community has been highlighted by his development of a robotic surgical program at Winchester Hospital. It has been his desire to minimize the recovery time from surgery by using state-of-the-art technology coupled with care and compassion for the patient.

The generous contribution Dr. Fuller and his wife Alice have made in Dr. Fuller's mother's memory has helped to create a Center for Cancer Care that is transformational in the care of patients. In addition, Dr. Fuller's dedication to advancing the quality of care for cancer patients has inspired many patients, colleagues and friends in the community to contribute to this cause and the construction of the Center.

The contributions in Dr. Fuller's honor unfailingly please and humble him. He explains, "I confidently encourage grateful patients, colleagues and friends to consider Winchester Hospital as they evaluate organizations worthy of their support. People want their dollars to make a difference and to contribute to the public

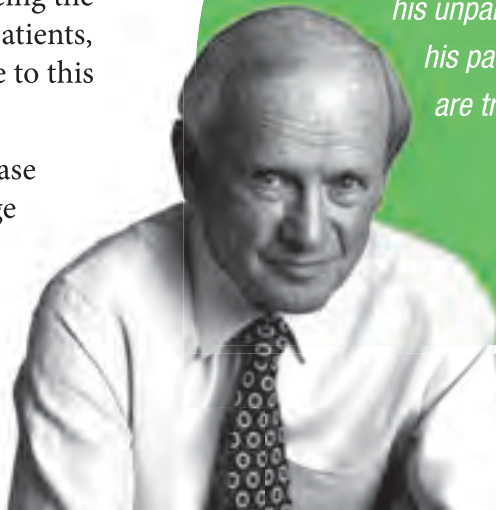
good, helping as many people as possible. Hospitals, which rely on philanthropy as their source of capital for future innovation, are perfect candidates."

Dr. Fuller believes in his team. He cannot say enough about fellow physicians dedicated to mastering up-to-the-minute skills, staff creating a welcoming and efficient environment and administrative colleagues' careful stewardship of every dollar contributed to the hospital. He notes, "The future of efficient health care resides in well-run organizations like Winchester Hospital delivering the highest quality care at reasonable cost."

Reflecting on a deed he chose many years ago, Dr. Fuller says, "Dedicating all the resources at our disposal to this cause is amazingly satisfying to me and my wife Alice. I feel we are accomplishing a shared dream, witnessing optimal care for cancer patients right here in our home community and providing a level of support and comfort to them that would make my mother proud."

It has been a privilege to witness the generosity of Dr. Fuller's patients. Their stories of his care and compassion illustrate his unparalleled ability to form a unique bond with his patients. He has a rare gift and his patients are truly grateful.

– Winchester Hospital Foundation
Vice President Maribeth Canning



We Gratefully Acknowledge Our Leadership Lifetime Donors

Lifetime donors exemplify a loyal group of community members who have generously supported the hospital through annual giving, tribute giving, capital giving, planned giving or through event support through September 30, 2012.

\$2,000,000+

Mrs. Elaclaire Gosselin and
the late Raymond J. Gosselin
Strata Pathology Services/Winchester
Laboratory Associates, PC
The Winton Club

\$1,000,000 – \$1,999,999

Mr. and Mrs. John F. Reno
Mrs. Phyllis M. Stearns

\$500,000 – \$999,999

Abbott Laboratories
Telemachus and Irene Demoulas
Family Foundation
Mr. and Mrs. Gerald F. O'Neil
The Charles Irwin Travelli Fund
Professor Emeritus Dr. John C. Wells
Winchester Mount Vernon House
Yankee Alliance

\$250,000 – \$499,999

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North Shore Radiological Associates, Inc.
Salter HealthCare, Inc.

\$100,000 – \$249,999

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Winchester Emergency Medical
Associates, PC
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Wilmington Community Roundtable
Winchester Co-operative Bank
Winchester Savings Bank
Woodbriar of Wilmington/
Windsor Place of Wilmington

\$50,000 – \$99,999

Action Ambulance Service, Inc.
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Mr. and Mrs. Steven Belkin
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Dr. William L. Breckwoldt and
Dr. Caroline Foote
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Mr. and Mrs. Samuel Rotondi
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Mr. Kevin F. Smith and Ms. Molly Jenks
Mrs. Kay L. Shubrooks
Mr. and Mrs. Ronald L. Skates
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Ms. Elizabeth Spiller
Steffian Bradley Architects, Inc.
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Mr. and Mrs. Michael Walsh
Dr. and Mrs. Richard Weiner
Mr. and Mrs. Robert R. Williams
Winchester Hospital Medical and
Allied Health Professional
Winchester Rotary Charitable Fund, Inc.

\$35,000 – \$49,999

Dr. Jonathan and Sunny Adler
Bust a Move for Breast Cancer
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Marion G. Crandall
Mr. and Mrs. Edward J. Delaney
Ms. Sara Delano and Mr. William G. Zink
Ms. Barbara J. Doyle
Mr. and Mrs. Robert J. Drummond
Excel Orthopedic Specialists
Mr. Bahaa Fam and Ms. Carol L. Nowacki
Anthony and Lisa Gattineri
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Mrs. Barbara B. O'Connell
Mrs. Katharine O'Hare
Orthopaedics Plus
Parris and Associates
Mr. and Mrs. Salvador F. Porras
Reading Cardiology Associates, PC
Mr. and Mrs. Richard H. Sayre
Ms. Patricia Simboli
Mr. and Mrs. D. Reid Weedon, Jr.
Wilmington Pediatrics, Inc.
Woburn Lions Breakfast Club
Dr. Mark Zuckerman and Mrs. Lori Hunt

\$25,000 – \$34,999

Ms. Katherine K. Allen
Donald T. Amiralian, MD
Boston Communications Group
Ms. Joyce Brisbois* and
Mr. Marvin Weiner
Bob and Donna Burke
Cain Brothers and Company, LLC
Mr. and Mrs. Brian Carr

Commonwealth Surgical Associates
Mr. and Mrs. James B. Conway
Dr. and Mrs. Alan D. Edelstein
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Howland Development Company
Dr. Mohammed Jaleel
Mr. and Mrs. Clarence A. Kemper
Dr. and Mrs. Richard A. Kingsbury
Dr. Chitra Y. King and Mr. Christopher King
Dr. Gloria E. Korta
Mr. Joseph A. Martignetti
Ronald McDonald House Charities
Dr. Karen R. McAlmon and
Mr. Kwame Ofori-Asante
Mr. and Mrs. Lane McGovern
Dr. and Mrs. Robert Moors
Mr. and Mrs. Robert B. Norberg
North Suburban Surgical Associates, PC
Jeff and Gayle O'Grady
Mrs. Virginia O'Grady
Palomar Medical Technologies, Inc.
Pediatricians, Inc.
Mr. and Mrs. Charles L. Raffi, Jr.
Mr. and Mrs. Robby and
Catharine Robertson
Mrs. Irene Schneller
Ms. Mary T. Sweeney
Deborah and Joseph Tarby
Mr. and Mrs. Michael Travaglini
Dean Tully, MD
Vacuum Barrier Corporation
Mr. and Mrs. Glenn R. Welch
Dr. Gregory J. Weisz and Dr. Paula Fang
Woburn Pediatric Associates
Woburn Host Lions Club
Inez K. Woodberry Trust
Woodbriar of Wilmington/
Windsor Place of Wilmington
Dr. Dana Zitkovsky and Ivan Zitkovsky

* deceased

Heritage Society

Winchester Hospital's legacy of support was first established in 1916 when Sophronia A. Harrington made the first planned gift – a bequest – the simplest of all planned gifts.

The Heritage Society recognizes those who have continued Mrs. Harrington's tradition. Gift planning is more than a link to our past; it is the source of our current strength and the promise of a healthy future. It also provides our donors with a way to leave a legacy that perpetuates their most deeply held values.

Those listed below have provided for the hospital in their estate plans through a bequest or life income gift such as a charitable gift annuity.

Mrs. Celena D. Bradlee*
Dr. and Mrs. Albert Chen
Mrs. Virginia B. Gay*
Mrs. Elaclaire Gosseiln
Mr. Frank M. Gunby, Jr.
Mr. George S. Hebb
Mr. and Mrs. Clarence A. Kemper
Dale M. Lodge
Mr. and Mrs. John C. Martini

Dr. and Mrs. Thomas J. Mulvaney
Mrs. Barbara B. O'Connell
Mr. and Mrs. Salvador F. Porras
Mrs. Kay L. Shubrooks
Mr. Kevin F. Smith and Ms. Molly Jenks
Ms. Elizabeth Spiller
Professor Emeritus Dr. John C. Wells

** deceased*

The individuals listed below included Winchester Hospital in their estate plans through a bequest or trust prior to their passing. We remain grateful for their generosity in leaving a legacy to benefit the patients of Winchester Hospital.

Mr. Frank O. Adams
Mrs. Evelyn Akeson
Mr. and Mrs. George Aligas
Dr. William Daniel Barone
Mr. George Blackwood
Mrs. Deborah L. Broadhurst
Mr. and Mrs. Milton E. Burns
Mr. Harrison Chadwick
Mrs. Helen M. Coakley
Mrs. Dorothy S. Coleman
Mr. Arthur J. Connell
Mrs. Muriel B. Dawes
Mrs. Ruth Dietz
Mrs. Marguerite Diorio
Mrs. Margaret Duca
Eleanor Farrington
Mrs. Elsie E.C. Ferguson
Mary Alice Fitch
Mrs. Pauline Griffin
Mrs. Virginia Hackett
Mrs. George A. Haskins

Dr. Richard C. Heidbreder
Mrs. Harry P. Hood
Mr. and Mrs. Reese James
James and Evelyn Jenks
Mrs. Marion A. Littlefield
Mr. Donald Manzelli
Mr. Eugene J. McCarthy
James F. McDonough, MD
Dr. and Mrs. Donald McLean
Mrs. Constance Morrill
Mr. Charles C. Parkhurst
Ms. Janet Pavliska
Mr. Leo M. Pistorino
Mr. Gregory Rodes
Mrs. Sandra Shepard Rodgers
Mr. and Mrs. John Schultz
Mrs. Margaret J. Shaw
Mrs. Florence Jope Smith
Mr. George E. Wells
Kathryn Wholley
Mr. and Mrs. Walworth B. Williams



Celena "Ceci" Bradlee

The Winchester Hospital family was saddened to lose a loyal friend when Celena "Ceci" Bradlee passed away at the age of 93 on November 26, 2011. Ceci was well known for her quick mind, her activism in numerous organizations (particularly her alma mater, Wellesley College) and her spirit. Ceci never lacked the resolve to stand up and offer her well-researched opinions, sometimes arriving at the hospital's annual meeting with financial statements already carefully reviewed and pages of notes in her purse. She was dedicated to using her gift of knowledge to help advance care.

Ceci offered other gifts to Winchester Hospital. For a remarkable total of over 50 years, Ceci was a member of The Winton Club, eventually serving as president. In that role, she held an ex-officio position on the hospital's board – a baton that was transferred to her son Eric, who later volunteered as a board member. She was also a long-time corporator and a strong advocate for the hospital throughout the community. While living at The Gables, she was sure to keep neighbors updated on the highly skilled care available to them locally.

In addition to giving as a volunteer and a corporator, Ceci also determined to support the hospital by making a planned gift to the Heritage Society. We are so grateful for all the gifts Ceci shared with Winchester Hospital.

OUR 2ND CENTURY CAMPAIGN

This year we celebrate the achievement of *Our 2nd Century Campaign* having successfully met our goal of raising \$10 million. The following listings recognize donors who we gratefully acknowledge for making leadership gifts to *Our 2nd Century Campaign* from its inception through September 30, 2012.

Capital Giving

\$2,000,000+

Mrs. Ela Claire Gosselin and
the late Raymond J. Gosselin
Strata Pathology Services/
Winchester Laboratory
Associates, PC
May Azar, MD
Aldo Gonzalez-Serva, MD
Terence Harrist, MD
Robin Kirby, MD
Gene Mercado
Mark Zuckerman, MD

\$1,000,000 – \$1,999,999

Mr. and Mrs. John F. Reno

\$500,000 – \$999,999
Telemachus and Irene
Demoulas Family Foundation
The Winton Club

\$100,000 – \$499,999

Bill and Joyce Cummings
Eastern Bank
Charitable Foundation
Anne C. Kubik, MD and
Michael A. Krupka

Jean* and Bill McCall
Carol and John Moriarty
New England Inpatient
Specialists, LLC
Jose Baez, DO
Bismarck Cadet, MD
Jyotirmay Chanda, MD
John Copanos, MD
Taranga Ghosh, MD
Rhonda Hamilton, MD
Mohammed Jaleel, MD
Arti Karna, MD
William Kenyon, MD
Anushya Murale, MD
Janarthanan Someswaran-
ananthan, MD
Alberto Soyano, MD
Ingo Stubbe, MD, PhD
North Shore Radiological
Associates, Inc.
Haldon Bryer, MD

John Chin, MD
John Dubrow, MD
Robert Fortunato, MD
Steven Greenberg, MD
James Guanci, MD
William Korn, MD
Brian Lawner, MD
Delphine Lui, MD
Marla Rosenfield-Darling, MD
Andrew Singer, MD
Philip Steeves, MD
Richard Toran, Jr., MD
Joan and Gerald O'Neil
The Pappas Family
Charitable Fund
Peggy and Jack Roll
Salter HealthCare, Inc.
Shields Health Care Group
Pixie and Bryce Tinmouth
Winchester Anesthesia
Associates, Inc.

Karen Beaton, MD
Lorraine Foley, MD
Kurt Gress, MD
John Hutcheson, MD
Dennis Lin, MD
Keith Long, MD
Dilip Patel, MD
Christopher Quartararo, MD
Frederic Ramsey, MD
Andrew Sukiennik, MD
Jennifer Zannini, DO
Winchester Emergency
Medical Associates, PC
Donald T. Amiralian, MD
Teriggi Ciccone, MD
Brian Cruz, MD
Elizabeth Funk, MD
Marisa Kearney, MD
Morgan Skurky-Thomas, MD
Dean Tully, MD
Gregory Weisz, MD
Dana Zitkovsky, MD

\$50,000 – \$99,999

Affiliates in Footcare, PC
Lieke T. Lee, DPM
Peter C. Paicos, Jr., DPM
Ms. Jeannine M. Barrett and
Mr. John F. Martin
Mr. and Mrs. Steven Belkin
Barbara H. Bjornson, MD
The Blackham Family
The Cedar Street Foundation
Dr. Arlan and Alice Fuller
Mr. Frank M. Gunby, Jr.
The Lodge Family
Anthony and Anita Martignetti
Foundation
Martini Insurance Agency, Inc.
Middlesex Surgical Associates
Limarís Barrios, MD
William Breckwoldt, MD
Patrick Brophy, MD

*deceased

The ribbon cutting ceremony at the hospital's centennial celebration marked the end of one century and start of another with the opening of the new Center for Cancer Care and Ambulatory Surgery Center.



Kelley Cornell, MD
Nayomi Edirisinghe, MD
Marta Quijano, MD
Mystic Valley Urological
Associates, Inc.
Martha Dyer, MD
Paul Kelly, MD
Arthur Little, MD
Jerry Rittenhouse, MD
Peter Tiffany, MD
National Development
Northmark Bank
Stoneham Bank
Winchester Savings Bank

\$25,000 – \$49,999

Darius Ameri, MD
Armstrong Ambulance Service
Bonnell Ford
Estate of Milton and
Barbara Burns
Brian and Laura Carr
Mr. and Mrs. William E. Caulfield
James & Veronica Chesterton
Charitable Foundation
Kelley Cornell, MD
Marion G. Crandall
Sara Delano and Bill Zink
Mr. and Mrs. William A. Doe
The Duffy and Conway Families
of Woburn
Anthony and Lisa Gattineri
The Arthur Griffin
Family Foundation
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Mr. and Mrs. Ronald A. Martignetti
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Elizabeth Spiller
Mr. and Mrs. Robert R. Williams
Sally and Bob Willing
Winchester Co-operative Bank

Inez K. Woodberry Trust
Woodbriar of Wilmington/
Windsor Place of Wilmington

\$10,000 – \$24,999

Sunny and Jon Adler
Dr. Moe and Betty Akbarian
Paul and Janet Andrews
Anonymous
Dr. Dennis and Debbie Begos
Blue Cross Blue Shield
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Joyce Brisbois* and Marvin Weiner
Maribeth and John Canning
Marilyn Capek, MD
Nancy Chun, MD
Dennis and Alicia Clarke
James DeVellis, MD
Dr. Donald and Gale Druga
Dr. Alan and Debbie Edelstein
Excel Orthopedic Specialists
David Alessandro, MD
Joseph Czarnecki, MD
James DeVellis, MD
Michael Fehm, MD
Helene Feiler, MD
Benjamin Levine, MD
Peter Yeh, MD
William Walsh, MD
Bahaa Fam and Carol L. Nowacki
Helene Feiler, MD
James A. Ficociello, DDS
Jose Guerra, MD
Ronald and Colleen Hertel
Mr. and Mrs. William P. Hood
Virginia Hung, MD
Richard Mazandi Iseke, MD
and Margaret Pothier
Cathie and Dean Jackson
Katherine Kim, MD
Chitra Y. King, MD
Gloria Korta, MD
LifeLine Ambulance Service
Dr. Arthur and Susan Little
Mr. and Mrs. Robert J. Lord
Joanne and Bill Marsden
Dr. Karen R. McAlmon and
Mr. Kwame Ofori-Asante
Mr. and Mrs. P. Barry McDonough
Dr. and Mrs. Thomas J. Mulvaney
Jeff and Gayle O'Grady
Stephen and Cecily Parkhurst

Norma and Salvador Porras
Dr. Peter and Maureen Rotolo
Richard H. and Elisabeth N. Sayre
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The Taymor Family Foundation/
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Franklin Waddell, MD
Jane and Michael Walsh
Dr. Richard and Janice Weiner
and Family
Winchester Rotary
Charitable Fund, Inc.
Janet and Matthew Woods

\$5,000 – \$9,999

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Leo M. Cass, MD
Joseph and Angela Catalano
Daniel Finger, MD and
Lenna Finger, MD
Dr. Kathleen and
Mr. Patrick J. Fortin
Gail A. Forthoffer
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Friends of Winchester Hospital
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Business Partners

Membership in the Business Partners Program helps to ensure that patients continue to have access to the highest quality care and the latest medical equipment. The program began in 2011 as a way to bring together local businesses and corporations that have made annual contributions of \$1,000 or more to support a range of initiatives at Winchester Hospital. Benefits to members include networking with the hospital administrators and physicians, wellness programs offered to businesses, invitations to events and prominent recognition on the hospital's donor wall. As the number of Business Partners continues to grow, we invite you to join us.

Left to right: Featured speaker Dr. Arlan Fuller of Winchester Hospital, Eric Anderson of Cummings Properties, Foundation Board Chair Deborah R. McDonough and Bill Cummings of Cummings Properties at a recent Business Partners Program breakfast



Left to right: David Portman of Action Ambulance Service, Jeremy Bass of Public Financial Management, Inc., John Udelson and Lawrence Crimmins of Curbside Hospitality, Kevin Smith of Winchester Hospital, Terry Oakes and James Yeand of Elekta, Trish Miniutti of DSCI, and Mike Woronka of Action Ambulance Service at the winter breakfast meeting

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Grateful Patient Program

The Grateful Patient program began in 2011 to recognize gifts from patients in honor of physicians, nurses, caregivers and departments. Recipients of the award receive a silver pin commemorating the honor. Patients have made donations to Winchester Hospital between October 1, 2011 and September 30, 2012.

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Winchester Hospital nurse Karen MacKenzie, RN (right) was honored at this year's Grateful Patient luncheon held at the hospital's 620 Washington Street campus – site of the new Center for Cancer Care and Ambulatory Surgery Center. Patient Debbie Catalano (left) expressed her gratitude and thanks to Karen for the outstanding care she and her staff provided. Debbie attended the event with her mother Angela Catalano (center).

Tribute Gifts

Tribute gifts allow donors to honor or remember loved ones and friends and support the hospital. Listed are honor and memorial gifts made between October 1, 2011 and September 30, 2012.

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The Winchester Hospital family lost an exceptional physician and friend this year. Dr. Tucker exemplified the physician we all want to care for us – intelligent, compassionate, kind and dedicated. In his honor, the hospital established the Kenneth Tucker, MD Compassionate Caregiver of the Year Award.

Caroline Viscione

David and Karen Keaney

Anne M. Whelton

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Carroll William

Kathleen M. Fitzgerald, RN

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Ms. Sharon R. Abreu
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Gerry and Valerie Kean
Patricia and Peter Podlejski
Janice and Michael Spence
Mary and Ed Thompson
Ms. Rose M. Toscano

McDonough Golf Classic

September breezes, heralding the change of season, greeted a full field of golfers to a treasured fall tradition: the 11th annual James F. McDonough, MD Golf Classic. While the weather was seasonally changeable, the commitment of the event supporters remained constant – and as generous as ever. The outpouring of support for the Golf Classic reflects the recognized impact of the James F. McDonough, MD Fund for Nurse Education and Development, a fund which embodies our promise of *Advancing Health. Advancing Care.*

Thanks to gifts made to the McDonough Fund, Winchester Hospital has more nurses on the floors and in our patient care centers who have advanced from RNs to BSNs or MSNs and who have studied to achieve certification in their specialty areas. In remarks made at the Winchester Country Club, Barbara Sullivan, RN, BSN, a nurse who benefited from the McDonough Fund, expressed her gratitude to supporters by saying, “Thank you for making a difference in my life by giving me the opportunity to make a difference in the lives of others.”

Golfers, sponsors and volunteers helped contribute to a running McDonough Fund total approaching \$2.3 million, advancing the education of more than 120 nurses. Their generosity elevates our nurses’ clinical expertise to the highest caliber.

Left to right: 2012 James F. McDonough, MD Golf Classic Committee members – Tournament Chair Dennis Sargent, Gerald Greeley, Dr. Thomas Mulvaney, Maryann Zschau, Maribeth Canning, Dr. Gloria Korta, Vice Chair Barry McDonough, Neil Splaine, Patrick Fortin, David Leland and Winchester Country Club Golf Pro Jim Salinetti

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Right: McDonough Fund recipient
Barbara Sullivan, RN, BSN



One Shining Night

Once again, the community came together in a year-end crescendo of spirited support and a celebratory sense of shared accomplishment. The funds raised at *One Shining Night*, the hospital's annual Gala supporting cancer care, topped \$425,000. These funds stay right here in our community, making the Winchester Hospital cancer care experience second to none. Patients and their family members can conveniently arrive at our new, technologically advanced center at our Washington St. campus, confident they are receiving leading-edge care by renowned physicians. The carefully planned center – with uplifting natural lighting, unique artwork and welcoming family waiting areas – also reaches a new standard in patient comfort.

We have been able to continually attract the most highly skilled staff and offer a distinctive patient-centered environment due to the generosity of our steadfast supporters. Sponsors, auction donors and bidders, committee members and volunteers for their big-hearted energies to form the perfect finale to our annual philanthropic efforts. Together, we are advancing the health and care in our community.



2012 *One Shining Night* Gala Committee

Thank you
to our *One Shining Night*
supporters!

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Wingate Healthcare
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Wilmington Health Care Center
Winchester Anesthesia Associates
Winchester Emergency Medical Associates, Inc.
Winchester Hospital Radiation Oncology Center
The Winton Club
W. L. Gore & Associates, Inc.

*As of November 1, 2012

One Shining Night Gala Chair
Jeannine Barrett (center) with
Dr. Arlan Fuller and Dr. Kelley Cornell



The Winton Club Support

In May 2012, The Winton Club donated \$130,000 to Winchester Hospital. \$100,000 will be put toward the Community and Hospital Asthma Management Program; \$25,000 is earmarked for the renovation of the medical/infectious diseases unit at 41 Highland Avenue; and \$5,000 will go toward A Caring Place, a retail store that carries wigs, prostheses, head coverings and much more, at the new Center for Cancer Care.

“The Winton Club is proud of its 100-year history with Winchester Hospital,” said Winton Club president Barbara Oddo. “We are pleased that each year we are able to support the hospital in a meaningful way.”

The Winton Club raises funds from the hospital Gift Shop where its members work countless hours as volunteers, ensuring the items are of outstanding quality and offer great variety. Equally important to the Club’s fundraising efforts is the annual Cabaret, which is held each January.

The Winton Club looks forward to another year of working hard on behalf of Winchester Hospital – as both organizations embark on their second century of service to Winchester and surrounding communities.



Left to right: The Winton Club Past President Gail Canzano, Winchester Hospital President and CEO Kevin Smith and Winchester Hospital Foundation Vice President Maribeth Canning

Making a Difference

The Magnet Nurses’ Charitable Fund continues its tradition of outreach, education and philanthropy. This year’s efforts included: providing teaching mannequins and educational materials to the Boston Coalition for the Homeless; helping nurses in crisis at the Nurses House in New York; “Surgery on Sunday” in Kentucky (doctors and nurses performing necessary surgery at no charge); the Tanzanian Children’s Fund immunizations; teaching mannequins for the Ghana Midwifery School; and a medical mission to Honduras.

Mary Jo Cholod, a Winchester Hospital staff nurse, was part of that mission to Honduras. She was a member of a team of physicians and nurses who screened and treated more than 600 people in four days for ear infections, gastroesophageal reflux disease, diabetes, hypertension and wounds. “What a wonderful experience, to be able to employ the skills I use on a daily basis at Winchester Hospital to help people in another country, many of whom have never seen a doctor or a nurse.” Mary Jo said. “Thank you, Magnet Fund!”

Winchester Hospital nurses created the Magnet Nurses’ Charitable Fund in 2005 to support the hospital’s tradition of nurses helping nurses while providing a philanthropic platform to support the Magnet mission. The Fund has raised more than \$93,000 since its inception.





Throughout the years, volunteers have been a driving force at Winchester Hospital. This year alone, 800 volunteers donated more than 64,000 hours at the hospital. Pictured here are two of our many junior volunteers, Valerie Fernandez and Yinian Tang, who dedicate time to help out at the hospital after school.

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2012 Financials

Winchester Healthcare Management, Inc. & Affiliates

Combined Balance Sheets

<i>Assets</i>		9/30/12	9/30/11
Cash and cash equivalents	\$	28,371,000	23,795,000
Investments at market value		142,924,000	141,876,000
Accounts receivable, net		27,923,000	25,548,000
Other assets		27,677,000	26,362,000
Investments in property and equipment, net		150,814,000	128,178,000
Total	\$	377,709,000	345,759,000

Liabilities and Net Assets

Accounts payable and accrued expenses	\$	41,561,000	39,820,000
Amounts set aside for settlements with third party payors		7,458,000	7,482,000
Long-term debt		110,582,000	109,069,000
Other liabilities		16,942,000	16,326,000
Total net assets		201,166,000	173,062,000
Total	\$	377,709,000	345,759,000

Combined Statements of Operations

<i>Revenue</i>			
Net patient service revenue	\$	290,350,000	276,051,000
Other operating revenue		19,743,000	16,590,000
Total Operating Revenue		310,093,000	292,641,000

Operating Expenses

Salaries, wages and benefits		182,853,000	175,020,000
Supplies and other expenses		100,594,000	95,059,000
Health Safety Net		1,751,000	1,967,000
Depreciation, amortization and interest		18,753,000	14,921,000
Total Operating Expenses		303,951,000	286,967,000

Gain (loss) from Patient Care Operations		6,142,000	5,674,000
Nonoperating revenue, net		11,277,000	1,725,000
Excess (deficiency) of Revenue Over Expenses	\$	17,419,000	7,399,000

2012 Financials

Winchester Hospital

Balance Sheets

<i>Assets</i>		9/30/12	9/30/11
Cash and cash equivalents	\$	25,665,000	21,222,000
Investments at market value		127,330,000	123,918,000
Accounts receivable, net		26,640,000	24,140,000
Other assets		27,306,000	29,994,000
Investments in property and equipment, net		148,570,000	125,139,000
Total	\$	355,511,000	324,413,000

Liabilities and Net Assets

Accounts payable and accrued expenses	\$	37,151,000	36,171,000
Amounts set aside for settlements with third party payors		5,666,000	5,884,000
Long-term debt		110,582,000	109,069,000
Other liabilities		7,131,000	6,666,000
Total net assets		194,981,000	166,623,000
Total	\$	355,511,000	324,413,000

Statements of Operations

<i>Revenue</i>			
Net patient service revenue	\$	263,481,000	251,927,000
Other operating revenue		10,127,000	9,605,000
Total Operating Revenue		273,608,000	261,532,000

Operating Expenses

Salaries, wages and benefits		154,076,000	149,369,000
Supplies and other expenses		90,748,000	87,626,000
Health Safety Net		1,751,000	1,967,000
Depreciation, amortization and interest		18,187,000	14,422,000
Total Operating Expenses		264,762,000	253,384,000

Gain (loss) from Patient Care Operations		8,846,000	8,148,000
Nonoperating revenue, net		12,298,000	2,476,000
Excess (deficiency) of Revenue Over Expenses	\$	21,144,000	10,624,000

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