

apart  
of me





we are and have

been a part of you for more than a century.





Kenneth Hanover  
President and Chief  
Executive Officer,  
Northeast Health System



David F. St. Laurent  
Chairman, Northeast  
Health System Board  
of Trustees

Northeast  
Health  
System  
continues to  
be a strong  
community  
partner

This year at Northeast Health System has been marked by new leadership, several exciting initiatives and some difficult decisions — decisions that are necessary for this healthcare system and the hospitals we cherish to retain their excellence for years to come.

Change is never easy, however, it is the ability to adapt to changing circumstances which in part characterizes the essential strength of our organization as a community resource. We know that the resources available to pay for healthcare services will be more limited in the future. Furthermore, patterns of service utilization and care delivery also will change as new models and environments for delivering patient care are developed. Anticipating such changes, we have thoughtfully and carefully begun the process of adapting our organization to ensure that we are prepared to effectively manage and deliver care under healthcare reform.

We continue to manage both our staff and clinical programs responsibly while also making new investments for future growth, technological improvement and the innovations that will enable us to continue providing the North Shore with healthcare that is convenient, safe, and effective in servicing the diverse needs and demands of our community.

We are both pleased and proud that Beverly Hospital is now authorized to perform percutaneous coronary intervention (PCI) — the preferred treatment for heart attack patients. This designation means more lives saved on the North Shore, and more patients being admitted to Beverly for our state-of-the-art cardiac care.

We are also completing construction on three new operating rooms — increasing our total to 10 and underscoring our commitment to a strong surgical practice in coming years.

We were chosen to participate in the State Action on Avoidable Re-hospitalizations (StAAR) project. Through this unique program we are utilizing resources across the system to improve the experience patients have at our hospitals and to reduce avoidable re-hospitalizations.

Our staff at Addison Gilbert proudly dedicated a space at our new Gorton's Specialty and Cancer Care Center in honor of the Lyons family, a strong supporter of the hospital for many years.

Northeast Health System continues to be a strong community partner, vital to the health and quality of life here on the North Shore. We continue to be a leader in helping to organize one of the nation's best medication disposal programs for our communities.

Through the Ambassador Program, our doctors, nurses, and staff partnered with local community organizations and dozens of initiatives and events. This year we assisted fire victims, donated clothing and food, participated in a health fair for area fishermen, and strengthened our presence in the community.

The theme of this year's report is "a part of me," and with these accomplishments and our continued commitment to providing the highest quality care, Northeast Health System truly is a part of the North Shore community. We are honored to present this report to those we serve.

*Kenneth Hanover* *David F. St. Laurent*



We treat our patients with compassion, dignity and respect



Steven M. Defossez, MD  
President, Medical Staff



Nancy Palmer  
Chairwoman, Northeast  
Hospital Corporation  
Board of Trustees

Northeast Health System's medical staff has a reputation for compassionate care, exceptional quality, collaboration and teamwork. Those qualities ensure that patients, their families, and our community receive the best treatment available.

We are operating in times of tremendous challenge and change within the health care industry — a difficult economic climate and new health care reform provisions that impact the environment in Massachusetts and across the country. And yet, even with all of the uncertainty, we remain one of the highest quality hospitals delivering compassionate care in a community setting on the North Shore. Instead of retreating, we are committed to moving forward to best serve our patients and their loved ones. And we are doing that by advancing a spirit of teamwork and innovation among physicians, nurses, clinicians, and other staff.

This year, we implemented a physician order management program that will allow us to continue to provide top-notch medical care through the use of technology. Additionally, we are in the process of building three new state-of-the-art operating rooms at Beverly Hospital. These operating rooms will not only improve the experience and outcomes for our patients but will also enhance the work environment for our physicians. We perform a high volume of inpatient and outpatient surgeries in our current operating rooms — more than 6,600 performed annually — and thus we know that these updated rooms will increase our efficiency and our optimal delivery of care, which benefits both patients and doctors.

This past September, Beverly Hospital became a designated "PCI" hospital, which means we now offer percutaneous coronary intervention, an advanced treatment for heart attack patients. In a field where every second counts, it is so important to our patients who need emergency medical assistance for a heart attack to get to Beverly Hospital as soon as possible for this treatment. Finally, our hospitals continue to be recognized by the Maryland Quality Indicator Project, a clinical, outcomes-based research project that allows health care industry participants to understand and improve their performance at their facility. The project identified Beverly Hospital as a high performer, which only 10 percent of hospitals participating receive. High performers are set apart by three qualitative factors — concurrent management of patients, as opposed to retrospective; the engagement and accountability of physicians; and finally, support from administrators, executives and the Board of Trustees. This recognition demonstrates the extraordinary level of consistent quality at which our doctors, nurses, and staff perform, day in and day out.

We know that, in difficult times, our patients and members of the community want to know that they continue to rely on us for the highest level of medical care. Through the hard work and collaborative spirit of our team of medical professionals, we provide that top level of care, and will into the future.

Even with all of these achievements, what makes us the proudest is that at Northeast Hospital Corporation, we treat our patients — who are our neighbors — with compassion, dignity and respect, just as we expect to be treated when we come here for care. We live the slogan, "the Leading Edge of Caring."

*Steven M. Defossez* Nancy H. Palmer





Susan H. Samperi  
President, Northeast  
Health Foundation



Michael Ruane  
Board Chair, Northeast  
Health Foundation  
Board of Trustees

from the foundation

We celebrate  
our many  
donors  
who support  
our health  
system

Community hospitals are defined by their community support, and philanthropy — the donation of time, expertise and money — is the most crucial expression of that support. Philanthropy is the lifeblood of every successful hospital and healthcare system in this nation. At NHS, we are blessed in this regard: Our hospitals, elder care services and behavioral health facilities are embraced and enhanced by the communities and the people they serve. The history of generosity toward Beverly Hospital and Addison Gilbert Hospital dates back more than a century to the founding of each.

A hospital may be able to survive without community donations. But given the tough constraints of the modern health care financing environment, no hospital can thrive without the financial and moral support of its surrounding community. Normal operating revenues merely sustain the status quo but cannot fund new or expanded services or major renovations. Ambitious projects such as cancer treatment centers, the best in maternity care, and the cutting edge in surgical facilities — those require a strong and committed philanthropic base.

Our hospitals and health services thrive today because thoughtful, charitable North Shore residents, businesses and community groups continue to take the time to become involved with our organizations. And some of our strongest and most dedicated supporters celebrated major milestones this year.

The Friends of Beverly Hospital, which has raised significant awareness and money for our organization, celebrated its 100th birthday. Much of the technology, equipment and programs at our hospitals today have been made possible through its hard work and effort.

Beverly National Bank, a community institution for over two centuries and a generous NHC supporter, merged with Danversbank this year. And the Danversbank Charitable Foundation, continuing that generous community spirit embodied by Beverly National Bank, awarded a \$100,000 grant to Beverly Hospital's Operating Room Expansion Project. Construction on the three new operating rooms began last March to address the growing surgical need in this area.

The Lyons family — owner of Lyons Ambulance Service and another tremendous friend to our organization — was honored with the dedication of a space at Gorton's Specialty and Cancer Care Center at Addison Gilbert Hospital in memory of their daughter, Sarah Ann Jackson.

For decades, Health and Education Services (HES) has been providing counseling, shelter and other programs to tens of thousands of needy children and adults on the North Shore. HES launched a public campaign to help raise funds for these programs — the Tapestry Capital Campaign, to renovate vital behavioral health sites throughout the region.

And Northeast Senior Health received a significant \$50,000 challenge grant from an anonymous Boston-based foundation for the Spectrum North Andover project. Spectrum Adult Day Health, one of the leading day programs in the nation for Alzheimer's patients, will open a new facility in North Andover next spring.

We celebrate the many donors who support our health system and we are pleased to acknowledge their generosity in the *2010 Honor Roll of Donors*. Gifts continue to fulfill our charitable mission of providing the highest quality, compassionate healthcare right here in the community.

*Susan H. Samperi*     *Michael Ruane*





# “every second counts”

when it comes to treating suspected heart attack patients,” says Dr. Edward Loughery, medical director of Beverly Hospital’s Cardiac Catheterization Laboratory.

In September, Beverly Hospital achieved a significant treatment advancement when it became a Massachusetts Department of Public Health (DPH) designated “PCI” hospital. Through this special project to perform primary angioplasty, Beverly Hospital now offers percutaneous coronary intervention (PCI) — an advanced and preferred treatment for many heart attack patients. With this new achievement, individuals suspected of actively being in the throes of a heart attack can now be transported to and treated at Beverly Hospital – saving valuable minutes and improving patient care for North Shore residents.

“We now offer the most effective treatment and medical care in the community — combining advanced technology with the expertise of our medical team,” says Dr. Loughery. All PCI procedures are performed in Beverly Hospital’s state-of-the-art Cardiovascular Suite. The treatment is a critical component of Northeast Hospital Corporation’s wide range of advanced, integrated cardiovascular services.

Congratulations to Dr. Loughery and the entire PCI team for the first performed angioplasty at Beverly Hospital on September 27.

With the ultimate goal to create ideal patient and family-centered transitions of care by improving communication and coordination, Northeast Hospital Corporation (NHC) was chosen to participate in the State Action on Avoidable Re-hospitalizations (StAAR) project. This collaborative four-year, three-state, multi-stakeholder initiative is funded by The Commonwealth Fund and is a partnership between the Institute for Healthcare Improvement (IHI) and the Massachusetts Hospital Association (MHA). The aim is to reduce re-hospitalizations by working across organizational boundaries and to increase patient and family satisfaction.

For the first time, staff from the acute care and senior health entities within Northeast Health System - including primary care, specialty physicians and North Shore Elder Services staff — are engaged in improving patient care across the continuum.

“This work is really exciting; we have broken down barriers and significantly improved communication among the different entities of our system and community services in an effort to improve patient transitions,” says Greg Bird, executive sponsor, NHC senior vice president of patient care services and chief nursing officer. “We are building the foundation for the changes that health care reform will bring.”

Care-giver teams are using a framework of 5 pillars, which include an enhanced admission assessment for post-hospital needs; providing more effective patient and family teaching; improving patient and family-centered handoff communication; ensuring post-hospital care follow-up; and facilitating transitions from post acute provider to hospital. IHI was so impressed by the efforts of our StAAR Team that they selected Beverly Hospital as one of the three top performing hospitals in Massachusetts (of 24 participating).



# whatsetsus apart?

A comprehensive approach that combines proven, effective medical treatment with the kind of caring that is necessary to treat the challenges of mental illness and substance abuse. This is evidenced by the variety of our programs, including detox, separate adolescent and adult residential services, street outreach efforts, and assistance for women and children.

CAB Health and Recovery Services, Inc. offers the full range of substance abuse disorder treatments while also seeking to restore people to health and to integrate those individuals back into the community. We are not only a treatment provider but, from our board to our patients, we also often give individuals in recovery the opportunity to take that final step into independence and reintegration. We recognize that these struggles touch everyone's life.

For instance, this year CAB designed a new adolescent intensive outpatient treatment program to treat at-risk youth in Lynn who struggle with substance abuse, which is identified as a "pervasive problem among the youth and teen population." CAB is working intensively with 60 adolescents and their families to provide counseling, group sessions, treatment, and comprehensive substance abuse services. The program will help these youths as they recover and return to healthier, more productive lives.





spectrum is  
like my parents'  
second home

“Spectrum is like my parents’ second home,” says Ken Manning of Beverly. “My mom has a life now.”

Northeast Senior Health’s (NSH) Spectrum Adult Day Health Program in Beverly specializes in the care of people suffering from Alzheimer’s and other memory diseases. For nearly 20 years, it has made a tremendous difference in the lives of clients and families like Ken’s.

Spectrum is the only day program in the region certified by the Alzheimer’s Association of Eastern Massachusetts. And, everything – from the specialized skilled nursing care, lighting and colors at the facility, to the nutrition, rehabilitation and therapeutic activities offered – is designed to address the unique challenges facing people with memory loss.

NSH is now translating this success to a second Spectrum program that will open in North Andover. The new facility will serve more than 10 area communities that currently have no Alzheimer’s-specific adult day health services.

“We’re proud to offer one of the best adult day health programs in the entire nation right here on the North Shore,” says Darcey Adams, LICSW, C-ASWCM, Director of Community Programs for Northeast Senior Health. “Essex County has the fastest growing senior population in New England, and it’s critical that those affected by memory disorders have access to high quality community-based medical programs like these.”



# northeast health system has been a leader

in helping the North Shore to launch one of the most successful prescription medication disposal programs in the nation.

This year, Beverly, Danvers, Gloucester and Peabody all participated in medication disposal programs — turning over more than 1,100 pounds of unused medications. Beverly Hospital and Addison Gilbert Hospital also served as collection points for needles and syringes.

Prescription drug abuse and accidental overdoses have been on the rise in the United States in recent years. The medication disposal program kicked off in 2008 in Gloucester and is helping to prevent overdoses, addictions and dangerous drug interactions that can occur with unused, unwanted and expired prescriptions. Each month Northeast Hospital Corporation pharmacists also visit senior centers to educate the community about medication safety and the pollution risks to the drinking water of cities and towns on the North Shore when drugs are improperly flushed.

“This program really is a community-wide initiative between our hospitals, substance abuse coalitions, local police departments, departments of health and the Drug Enforcement Agency,” says Gerald MacKillop Jr., community relations manager for Northeast Health System. “Medication disposal is a major public health and safety issue, and we’ve been able to work together to help get potentially dangerous drugs out of homes and keep them off the streets.”



# the superior healthcare services

we provide our patients are recognized by medical leaders from around the country. This year, Beverly Hospital's Endoscopy Department was one of 48 departments from across the country to receive recognition from the American Society for Gastrointestinal Endoscopy (ASGE) as part of their program dedicated to promoting excellence in this important medical specialty.

This three-year Certificate of Recognition promotes quality by encouraging endoscopy units to adopt ASGE and Centers for Disease Control guidelines on privileging,

quality assurance, infection control, and endoscopy reprocessing. Beverly Hospital's endoscopy unit is the first on the North Shore to achieve this recognition. Only 215 endoscopy departments across the country, and only 6 in Massachusetts, have met the required criteria.

The ASGE recognition not only acknowledges the hard work of our doctors, nurses, and staff, it gives patients and their families the tools to know about the kind of quality care they are receiving from Northeast Health System.

lightsoflove  
supports  
capeannfamilies  
touchedbycancer

There's a very special gratitude that cancer patients and their families feel when they know good care is close to home.

Out of that gratitude the annual Lights of Love tree lighting was born to bring the Cape Ann community together to honor family and friends lost to cancer, and to support Gorton's Specialty and Cancer Care Center at Addison Gilbert Hospital.

"It's amazing to have the level of care and service that Addison Gilbert provides," says Gloucester resident Shawn Wilson.

Shawn and her partner Sue Kyle started Lights of Love in 2008 while Sue was undergoing cancer treatment at Gorton's. Both felt blessed that advanced, quality treatment was available nearby.

"We felt like part of a family and it made a difficult situation a lot more palatable," says Wilson. "We wanted to make this event about the community and a celebration of Gorton's Cancer Center and all the great things they do."

This year more than 190 community members — hospital physicians and staff, business leaders, residents and public officials — turned out during Lights of Love to support Cape Ann families whose lives have been touched by cancer. The festivities tripled in participation and donations — raising more than \$17,000 and highlighting the tremendous importance of Addison Gilbert to North Shore families.





HES programs serve about 200 families at any given time

Health & Education Services, Inc. (HES) is leading the way as Massachusetts takes a new and innovative approach to assisting young people facing behavioral, emotional and mental health challenges through the creation of Community Service Agencies (CSA).

HES won a bid from the Massachusetts Behavioral Health Partnership to create and implement CSA at two North Shore locations — Beverly and Haverhill. CSA are integrated, community-based systems of care that involve community members, families, providers and natural supports to ensure that publicly insured children with severe emotional disturbances have access to the services necessary for them to succeed at home, school and in the community.

This unique wraparound program is made up of teams that include professional intensive care coordinators and a family partner — an individual who has real life experience dealing with an emotional or behaviorally challenged child.

“Our goal is to create a natural and sustainable team of physicians, teachers, social workers, lawyers and others to help support families and children through a crisis and ultimately to lead safe and successful lives,” says Michelle Fyrer, program director for the CSA of Cape Ann.

Massachusetts operates 32 CSA and has one of the most successful models in the nation. The HES programs serve about 200 families at any time.

the friends of beverly  
hospital have been  
around almost as  
long as our hospital

In 1910, the average American made less than \$15 a week, the U.S. stamp cost two cents, and teeth braces were invented.

It's also the year The Friends of Beverly Hospital were founded. This year, the organization celebrates its 100th birthday, and perhaps no group has been a better friend to Beverly Hospital during the past century.

Since their inception, The Friends have been marked by their commitment and dedication, and today their energy is felt throughout the community in the many vital programs and services they support at Beverly Hospital. Of the donations they raise, one hundred percent of the funds — more than \$1.5 million to date — go towards funding hospital programs and major building and renovation projects.

“The Friends of Beverly Hospital have been around almost as long as our hospital, and it's difficult to imagine us without them,” says Susan Samperi, president of Northeast Health Foundation. “During the past 100 years, The Friends have woven themselves into the fabric of the North Shore. We are truly lucky to have friends like these.”

The Friends began in 1910 when a group of 40 women interested in supporting Beverly Hospital created the Aid Association of Beverly Hospital. Later that month, the Aid Association made its first donation — \$100 for sheets and pillows.

Over the years, The Friends, then know as AID, evolved as hospital and community needs changed. The organization created a number of firsts for the hospital and the region. In 1918, AID launched Massachusetts' first civilian hospital occupational therapy program at Beverly Hospital when volunteers began teaching basket weaving and crafts to patients. AID opened the Gift Shop at Beverly Hospital in 1940 to raise funds for hospital equipment. The shop remains open today.

The programs and the lectures, luncheons and fundraisers AID instituted energized the community to support Beverly Hospital. In 1958, AID awarded its first nursing scholarship to a needy student at Beverly Hospital School of Nursing. Six years later, AID created the Elizabeth Torry Johnson Memorial Scholarship Fund that still exists today.

AID continued to grow with participation from residents of all ages and backgrounds across the North Shore, and in 1993 it changed its name to The Friends of Beverly Hospital. In 2005, The Friends won a prestigious Community Health Improvement Award from the North Shore/Cape Ann Community Health Network.

Today, The Friends have more than doubled in size and are stronger and more committed than ever under the leadership of outgoing Chairwoman Linda Parkins. Their \$50,000 donation to Beverly Hospital's Maternity Department this year made an immediate and significant impact. And, many innovative programs such as Connecting Young Moms and the Breast Health Navigator, and hospital centers — such as the Breast Health Center, Special Care Nursery, Critical Care Unit, and Pediatric and Emergency departments — are a reflection of The Friends' support.

We thank the volunteers of The Friends of Beverly Hospital for their century of service and support for our work.



# great work

## NORTHEAST MEDICAL PRACTICE

- Through collaborative efforts with Information Systems, the PHO, and Risk Management, Northeast Medical Practices providers' compliance with quality patient care HEDIS measures relating to mammogram, colonoscopy, PSA testing for prostate disease, and PAP screenings went from 85 percent in Q1 to 96 percent in Q4. Thus, reducing potential missed cancer diagnoses and subsequent risk exposure.
- In just two rounds of Press Ganey patient satisfaction surveying, Northeast Medical Practices shifted from a 91.2 to a 92.4 mean score. A statistically significant improvement, moving NMP from the 79th percentile to the 97th percentile for our overall facility rating when compared to similar practices in the state of MA.
- The NHC Physician Recruitment Department successfully recruited 12 new physicians including two new PCPs and seven new surgeons in the areas of breast surgery, colorectal surgery, general surgery, OB/GYN, and orthopedics.

## ADDISON GILBERT AND BEVERLY HOSPITALS, BEVERLY HOSPITAL AT DANVERS MEDICAL AND DAY SURGERY CENTER AND BAYRIDGE HOSPITAL

- The Medical Advisory Panel's successful redesign of the Diabetes Care Center at Beverly Hospital at Danvers resulted in a 27 percent increase in PCP-referred patient volume.
- The Beverly Hospital Percutaneous Coronary Intervention (PCI) program was approved by the Department of Public Health in September 2010. As of September 28th, we successfully performed two angioplasties.
- Through a focus on patient information and teaching, the multidisciplinary NHS STAAR initiative added "who helps you at home" to all patient assessments and a teach back process for all COPD patients. This resulted in a three percent increase in patients stating "yes" they have been given information and have help at home and a one percent decrease in 30-day all cause re-admissions for COPD patients.
- NHC launched the Patient and Family Advisory Council on September 30th, comprised of six NHC representatives and six community members.
- Beverly Hospital, along with the Beverly Police Department and Beverly Public Health Department, received the Collaboration Award from North Shore Elder Services for efforts around medication disposal and education.

- Both Beverly Hospital and Addison Gilbert Hospital received the "Silver Plus Achievement Award" from the American Heart Association/American Stroke Association for maintaining compliance with ten national Stroke Measures at the 85th percent level or greater for one full year.
- The NHC Glycemic Control PI Team developed a dashboard and new insulin order set to improve the care of insulin-dependent diabetic inpatients.
- NHC was awarded, for the first time, accreditation by the Intersocietal Commission for the Accreditation of Echocardiography Laboratories for Adult Transthoracic and Adult Echo Stress.
- The American Society of Gastrointestinal Endoscopy (ASGE) recognized 48 endoscopy units for quality and safety as part of its endoscopy unit recognition program. The program honors endoscopy units that follow the ASGE guidelines on privileging, quality assurance, endoscopy reprocessing and CDC infection control guidelines. Beverly Hospital is the only endoscopy unit in eastern Massachusetts with this distinction.
- The Healthstream Basic Life Support Program is now available to all clinical staff who currently have Healthstream access. By decreasing class time for each student from three to one and a half hours, the annualized cost savings is anticipated to be greater than \$50,000/year.

- The Patient Care Services Department received a \$70,000 donation from a private donor and a \$66,000 grant from the Evelyn Lilly Lutz Foundation to create a Simulation Lab. Coordinated by the Nursing Practice, Quality, and Education Department, the on-site lab will house an adult, child and geriatric simulator in addition to our already owned infant simulator and will be available to all NHC staff, EMS, and students in the local colleges.

- NHC was recognized by the Quality Indicator Project (QIP) as a top ten percent high performer for Surgical Care Improvement Project measures. The three factors that made the biggest contribution to improvement were physician involvement and leadership on teams, regular feedback of data/dashboards, and real time interventions.

- As a participant on the state-wide Falls Collaborative, NHC's overall fall rate was at or below the state and national rates. NHC also experienced a ten percent decrease in the overall patient fall rate resulting in injury.

- The Pharmacy Department developed and implemented the 340B Drug Discount Purchasing Program resulting in savings of \$844,000 in its first 7 months, January through July 2010.

- Through a collaborative NHS-wide effort, a wound/pressure ulcer information sheet, standardized formulary, and standardized order set were approved and automated. Prevalence studies from December 2009 through September 2010 revealed that NHC did not have any Hospital-Acquired Stage 3 or 4 pressure ulcers.

- At the 13th Annual NICHE National Conference with 420 nurses in attendance, Shirley Conway and Mike Tarmey presented a poster entitled Overlaying Geriatric Principles Within a Disease Management Structure. Of the 27 posters that were selected for presentation at this year's conference, NHC was awarded third place.

- The Beverly Hospital Wound and Hyperbaric Medicine Center received, for the second consecutive year, the Center of Distinction Award for 2009 (presented March 2010) from Diversified Clinical Services in recognition of excellent healing outcomes, high patient satisfaction rates, and outstanding clinical performance.

- The Beverly Hospital Breast Health Center in Danvers received the Imaging Center of Excellence designation from the American College of Radiology for accreditations in mammography, stereotactic breast biopsy, breast ultrasound, and ultrasound guided breast biopsy.

- The Blood Bank received a 2-year Certificate of Accreditation from the American Association of Blood Banks and the Laboratory received a 2-year Accreditation from the College of American Pathologists.

- The NHC Hospitalists were recognized by the Society of Hospital Medicine to participate in the Glycemic Control and the Venous Trauma Embolization Prophylaxis programs.

## CAB HEALTH AND RECOVERY SERVICES, INC.

- Kevin P. Norton, CEO and President, has been appointed Chair of the Board of Directors of the Association for Behavioral Healthcare (ABH), a Massachusetts-wide trade association for community-based mental health and substance abuse service organizations.

- CAB Health and Recovery Services was awarded a \$50,000 planning grant from the Peter and Elizabeth C. Tower Foundation. The grant will support a needs assessment to determine the local demand for adolescent treatment services. Ultimately, the study results will inform CAB's long-term plan to build adolescent treatments in response to verified need.

- Rhiannon DeFranco of CAB Health and Recovery Services has received the Moe Armstrong Award for Peer Leadership from the Association for Behavioral Healthcare. The annual award is given to those who have made an exceptional contribution to the development and/or strengthening of the role of consumers in the mental health and/or substance abuse treatment systems. DeFranco is a peer educator with CAB Health and Recovery Services' Street Outreach Program.

- CAB Health and Recovery Services is one of two participating treatment agencies in a clinical trial of the Center for Health Enhancement Systems Studies at the University of Wisconsin-Madison. The study examines the long-term recovery outcomes for post-discharge patients who have 24/7 access to customized and clinically approved support systems delivered via a handheld Smart Phone.

## HEALTH & EDUCATION SERVICES, INC.

- Jose Rodriguez of Health & Education Services was appointed to the Association of Social Work Boards (ASWB) Associate Passing Score Panel. The Panel is a selected group of social workers from across the U.S. and Canada who recommend the passing standards for new social work licensing examinations. Rodriguez is the Mobile Crisis Intervention Manager for HES' Emergency Services in Lawrence.

- A five-year partnership between Health & Education Services and the Beverly Public Schools has earned a statewide citation as an "exemplary program" under the Integrated Comprehensive Resources in Schools Initiative (ICRSI). This initiative integrates community behavioral health services into area schools to maximize student academic success. Clinicians from Health & Education Services' Community Outreach Programs have partnered with the Beverly Schools to create and implement this model program.

- HES established two new Community Service Agencies in Beverly and Haverhill to help implement the new care system for kids.

- HES' Emergency Service Program and Outpatient Program were relocated in Lawrence to a newly renovated space.

- HES Capital Campaign generated over \$500,000 in gifts, pledges and grants.

- HES satisfaction surveys indicated that 98 percent of our clients were satisfied.

- Established an HES managed Emergency Service Program in Lowell.

- Health & Education Services was awarded a \$183,687 grant from the Peter and Elizabeth C. Tower Foundation. The three-year grant will support staff training in trauma rehabilitation across HES' youth residential programs in Beverly, Rowley, Ipswich and Haverhill.

## NORTHEAST SENIOR HEALTH

- Seacoast Nursing and Rehabilitation Center, Northeast Senior Health's 142-bed skilled nursing and rehabilitation facility located on the Addison Gilbert Hospital campus, achieved a perfect annual survey score from the Massachusetts Department of Public Health. This was Seacoast's second deficiency-free survey in a three-year timeframe. In addition, the facility renewed its accreditation with The Joint Commission.

- Due to a partnership between NortheastLink (Northeast Senior Health's community care management program), North Shore Elder Services, SeniorCare and The Medical Group, the Northeast Elder Care Alliance was established. The goal of the Northeast Elder Care Alliance is to pilot unique interventions to address the needs of frail and chronically ill elders living in the community. Additionally, as a result of a collaboration between Greater Lynn Senior Services, North Shore Elder Services, SeniorCare, the Independent Living Center of the North Shore, NortheastLink Community Care Management and Northeast Hospital Corporation, a two-year,

- \$400,000 grant through the Federal Affordable Care Act was obtained to implement an Evidence-Based Care Transitions Program to improve the transitions for elders moving from one healthcare setting to another. NortheastLink will provide Transition Coaches, administrative oversight and will facilitate the referral process as the lead Northeast Health System program for this project.

- In recognition of her exceptional service as a member of the Beverly Rotary Club, The Herrick House's Executive Director, Sandra Earl, was chosen to receive the Paul Harris Fellowship Award.
- Ledgewood Rehabilitation and Skilled Nursing Center, Northeast Senior Health's 123-bed healthcare center located on the upper campus of Beverly Hospital, was named a recipient of the 2010 Silver Quality Award by the American Health Care Association (AHCA). The award, formerly known as the Step II award, recognizes Ledgewood's significant achievement in the delivery of quality care. Ledgewood was also named a recipient of Peoplefirst Rehabilitation's Team First Award for the Northeast region, in recognition of their commitment to teamwork and collaboration to achieve excellence in patient care.
- Jim Dunne, President and CEO of Northeast Senior Health, was chosen by The Salem News as one of the "North Shore 100," an award recognizing the most influential people on the North Shore.

- Beverly Hospital Lifeline, Northeast Senior Health's personal emergency response service, marked 25 years of service to the community. In addition, it introduced a new technology that automatically places a call for help if a fall is detected.

- The Herrick House, Northeast Senior Health's 88-unit assisted living residence on Beverly Hospital's upper campus, received their bi-annual certification from the Executive Office of Elder Affairs. The facility also celebrated its 15th anniversary with various celebrations for healthcare professionals, dignitaries, staff, residents and families.

- Northeast Senior Health's specialized day program for people affected by Alzheimer's disease and other memory disorders, Spectrum Adult Day Health Program maintained an average daily census of 100 percent throughout the year. In addition to its Monday through Friday operation, Spectrum's Saturday Respite Program continued to serve as a much-needed resource for family caregivers.

- Instructors from Spectrum's staff provided a record number of educational programs to professional and community caregivers, in addition to specialized outreach programs for veterans and their families.

- In addition to introducing Telemonitoring and a Chronic Disease Management Program for patients with COPD (chronic obstructive pulmonary disease), Northeast HomeCare, Northeast Senior Health's Medicare-certified home care agency, added advanced clinical specialists to their staff including a Certified Wound Ostomy Continence Nurse and a psychiatric nurse specialist.
- As part of its Certified Nursing Aide to Licensed Practical Nursing (LPN) Program, Seacoast graduated three new LPNs. Seacoast also implemented the Health Care Learning Network Program, which allows all employees needing assistance in reading, writing, math, science and other subjects to prepare for college or other educational opportunities. Tutors were provided to staff as well as computers for their use.
- The Herrick House completed a capital project to improve their grounds by designing and building beautiful walkways for their residents and families to enjoy. The layout includes multiple benches for residents to use and a variety of flowers and shrubbery. These walkways are also enjoyed by Ledgewood Rehabilitation and Skilled Nursing Center's residents and their loved ones.

- NortheastLink grew 18 percent from the previous year. Of NortheastLink's total number of hours of service provided, 16 percent were provided free of charge to elders and families in need throughout the community.

- Significantly increasing their patient admissions, Northeast HomeCare grew by 17 percent from last year.

**NORTHEAST PHYSICIAN HOSPITAL ORGANIZATION (NORTHEAST PHO)**

- Achieved the HPHC Honor Roll for exceeding the national 90th percentile for adult and pediatric HEDIS quality measures.
- Awarded HPHC Quality Grant for Northeast PHO Case Management Enhanced Care Transition Program aimed at improving patients' transition from hospital to home.
- Invited to present at the Fall CHUG (Centricity Healthcare User Group) Conference to speak about innovative use of EMR Secure Messaging between providers, hospital and CVS Minute Clinic.

**NORTHEAST HEALTH FOUNDATION, INC.**

- Charitable gifts to Northeast Health System totaled over \$2.628 million from 1,676 donors. Participation is the key to our success and the Foundation is pleased to announce the following highlights: 100 percent participation was received by Trustees of the Northeast Health System, Northeast Hospital Corporation, and Northeast Health Foundation boards, along with the CAB Board of Directors. Also, 100 percent participation was received by the NHS Senior Management Team. Under the leadership of Drs. Austin O'Keeffe, Hugh O'Flynn, and Jonathan Jaques, an impressive 40 percent of physicians contributed a total of \$139,807 to support a range of hospital activities.
- Northeast Health Foundation raised more than \$1.1 million in competitive foundation grants and corporate support. These grants supported a wide variety of programs and services throughout Northeast Health System. Some examples of charitable support include capital investments in the new Operating Rooms at Beverly Hospital; health care programs for seniors, such as the Spectrum Adult Day Health Program for Alzheimer's patients; and clinical training programs for behavioral health staff who work with children and adolescents affected by mental illness.

- Annual Fund Committee members for Addison Gilbert and Beverly hospitals, under the tireless leadership of Committee Chair and Foundation Trustee Kevin Barry, propelled the Annual Fund far beyond its \$500,000 goal, raising \$670,107. With \$182,634 designated for Addison Gilbert Hospital and \$487,473 for Beverly Hospital, these contributions are an important stream of revenue to assist our hospitals in addressing the most urgent needs and continuing to provide the very best patient care for the residents on Cape Ann and the North Shore.
- The Northeast Health Foundation Golf Program hosted two successful golf tournaments: The Beverly Hospital Classic at Salem Country Club and the 7th Annual Lyons Ambulance Service Golf Tournament at Bass Rocks Golf Club. The Classic raised more than \$27,000 for physician programs at Beverly Hospital while the Lyons Tournament secured nearly \$37,000 for the Gorton's Specialty & Cancer Care Center at Addison Gilbert Hospital. Since 2003, the Golf Program has raised over \$710,000 for Beverly and Addison Gilbert hospitals.



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Northeast Health System, Inc. and Affiliates Combined Statements of Operations: Years ended September 30, 2010 and 2009.

## assets

	<b>2010</b>	<b>2009</b>
<b>CURRENT ASSETS:</b>		
Cash and cash equivalents	\$28,777,844	\$30,795,332
Patient receivables, less allowance for uncollectible accounts of \$9,059,000 in 2010 and \$9,029,000 in 2009	\$43,976,870	\$46,358,747
Current portion of assets whose use is limited or restricted	\$2,856,845	\$1,112,250
Supplies at cost	\$5,951,226	\$5,635,253
Prepaid expenses and other current assets	\$12,334,322	\$8,920,952
<b>Total current assets</b>	<b>\$93,897,107</b>	<b>\$92,822,534</b>
<b>ASSETS WHOSE USE IS LIMITED OR RESTRICTED:</b>		
Assets held by trustee under bond indenture agreements	\$5,599,454	\$5,341,700
Assets held in professional liability trust	\$22,412,606	\$19,057,945
Donor-restricted assets for specific purposes	\$7,836,277	\$6,676,853
Donor-restricted assets for permanent endowment	\$6,532,831	\$6,532,727
Beneficial interest in irrevocable trusts	\$3,594,455	
<b>Total assets whose use is limited or restricted</b>	<b>\$45,975,623</b>	<b>\$37,609,225</b>
<b>Property, plant and equipment – Net</b>	<b>\$179,249,390</b>	<b>\$187,233,692</b>
<b>OTHER ASSETS:</b>		
Long-term investments	\$91,655,063	\$83,229,285
Unamortized financing costs	\$3,737,296	\$3,942,070
Other noncurrent assets	\$10,313,382	\$9,666,923
<b>Total other assets</b>	<b>\$105,705,741</b>	<b>\$96,838,278</b>
<b>Total</b>	<b>\$424,827,861</b>	<b>\$414,503,729</b>

## liabilities and net assets

	<b>2010</b>	<b>2009</b>
<b>CURRENT LIABILITIES:</b>		
Accounts payable and accrued expenses	\$24,734,107	\$23,051,401
Accrued wages and vacation payable	\$17,364,152	\$18,673,310
Estimated third-party settlements	\$8,295,344	\$9,873,617
Current installments on long-term debt	\$9,857,917	\$9,520,883
Other current liabilities	\$1,979,206	\$4,913,130
<b>Total current liabilities</b>	<b>\$62,230,726</b>	<b>\$66,032,341</b>
<b>OTHER LIABILITIES:</b>		
Accrued pension liability	\$43,724,071	\$41,398,873
Post-retirement medical benefits	\$2,087,918	\$2,158,475
Professional liability reserves	\$19,644,441	\$15,680,515
Other noncurrent accrued liabilities	\$15,897,112	\$11,984,587
<b>Total other liabilities</b>	<b>\$81,353,542</b>	<b>\$71,222,450</b>
<b>LONG-TERM DEBT:</b>		
Revenue bonds	\$126,687,097	\$130,427,342
Other	\$673,159	\$4,652,446
<b>Total long-term debt</b>	<b>\$127,360,256</b>	<b>\$135,079,788</b>
<b>Total liabilities</b>	<b>\$270,944,524</b>	<b>\$272,334,579</b>
<b>NET ASSETS:</b>		
Unrestricted	\$132,157,954	\$125,269,853
Temporarily restricted	\$11,598,097	\$10,366,570
Permanently restricted	\$10,127,286	\$6,532,727
<b>Total net assets</b>	<b>\$153,883,337</b>	<b>\$142,169,150</b>
<b>Total</b>	<b>\$424,827,861</b>	<b>\$414,503,729</b>

Northeast Health System, Inc. and Affiliates Combined Statements of Operations: Years ended September 30, 2010 and 2009.

## unrestricted revenue and other support

	2010	2009
Net patient service revenue	\$425,552,477	\$425,784,270
Other revenue	\$12,547,513	\$11,092,657
Net assets released from restrictions used for operations	\$1,023,688	\$1,090,537
<b>Total unrestricted revenue and other support</b>	<b>\$439,123,678</b>	<b>\$437,967,464</b>
<b>EXPENSES:</b>		
Salaries and wages	\$196,599,763	\$196,496,350
Physician salaries and fees	\$35,021,804	\$34,263,154
Fringe benefits	\$46,325,951	\$41,924,717
Supplies and contracted services	\$118,705,758	\$123,288,319
Uncompensated care pool assessment	\$2,779,285	\$3,495,935
Provision for bad debts — net	\$10,078,529	\$9,601,730
Depreciation and amortization	\$20,681,479	\$20,642,420
Interest	\$3,566,984	\$4,498,200
<b>Total expenses</b>	<b>\$433,759,553</b>	<b>\$434,210,825</b>
<b>Income from operations</b>	<b>\$5,364,125</b>	<b>\$3,756,639</b>
Nonoperating gains (Losses) — net	(\$2,734,733)	\$2,080,049
<b>Excess (Deficit) of revenue and gains over expenses</b>	<b>\$2,629,392</b>	<b>\$5,836,688</b>
<b>OTHER CHANGES IN UNRESTRICTED NET ASSETS:</b>		
Net assets released from restrictions for purchase of property, plant and equipment	\$297,186	\$1,069,667
Pension and post-retirement related adjustments	(\$3,326,153)	(\$30,283,311)
Change in net unrealized gains and losses on investments	\$7,287,676	\$726,232
Other change	—	\$1,368,567
<b>Total other changes in unrestricted net assets</b>	<b>\$4,258,709</b>	<b>(\$27,118,845)</b>
<b>Decrease in unrestricted net assets</b>	<b>\$6,888,101</b>	<b>(\$21,282,157)</b>

